

Sales Management

THE MAGAZINE OF MARKETING



No Price-Cutting
on Beautyrest!

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Who's Who Today
In New York Buying Groups

Page 66

How 16 Sales Chiefs
Handle House Accounts

Page 38

FIFTY CENTS

A BILL BROTHERS PUBLICATION

JUNE 1, 1956



**WE'VE GOT WHAT IT TAKES
TO GET YOU
OFF THE HOOK**

If you are hung-up over Merchandising at the Point-of-Sale—we would like to get you back on firm footing with solid down-to-earth help.

First of all, we are specialists: For more than half a century, Chicago Show has devoted its talents to one phase of advertising: Producing merchandising programs that sell hard at the point-of-sale. We like to think of ourselves as a "House of Ideas," converting sound sales ideas into dynamic merchandising programs designed to increase traffic at the retail level—yet tied in closely with your overall promotion scheme.

Our nation-wide staff of experts want to sink their hooks into your point-of-sale problems. We can follow through on every detail—from idea conception to job completion—for a single display, or a year-round display program. How about talking your problems over with us today. We'll show you how to get action where it counts—at the cash register.

Send for your Free IDEA FILE and illustrated brochure . . . full of point-of-sale ideas that click. Address Chicago Show Printing Company, 2600 N. Kildare, Chicago 39



Merchandising at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use
- Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants
- Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders
- Mystik® Self-Stik Labels
- Econo Truck Signs
- Booklets and Folders

Trademark Mystik Registered.



McCALL'S GAINED

more advertising lineage and advertising revenue, in Toiletries and Drugs, during 1955, than any other magazine or newspaper supplement—a whopping 33% gain over '54!



McCALL'S GAINED

more Toiletries and Drugs advertising lineage during 1955 than its three nearest competitors combined.

McCALL'S LEADS ALL MAGAZINES in Toiletries and Drugs Advertising Gains!

*America's
Mass
Beauty Authority*



Gains and Losses in Toiletries and Drugs Advertising

of the top 12 magazines in total Toiletries and Drugs advertising volume, ranked by size of lineage gains—full year, 1955 vs. full year, 1954.

MAGAZINE OR NEWSPAPER SUPPLEMENT	ADVERTISING PAGES GAINED OR LOST	ADVERTISING REVENUE GAINED OR LOST
McCALL'S	53.95 GAIN	\$851,192 GAIN
PARADE	18.33 GAIN	507,340 GAIN
FIRST 3 MARKETS GROUP	14.40 GAIN	355,200 GAIN
LOOK	14.13 GAIN	540,493 GAIN
TRUE STORY WOMEN'S GROUP	13.66 GAIN	350,010 GAIN
THIS WEEK	12.18 GAIN	503,573 GAIN
GOOD HOUSEKEEPING	9.62 GAIN	343,066 GAIN
LADIES' HOME JOURNAL	5.52 GAIN	315,389 GAIN
AMERICAN WEEKLY	1.89 LOSS	2,545 GAIN
SATURDAY EVENING POST	11.30 LOSS	86,329 GAIN
WOMAN'S HOME COMPANION	17.12 LOSS	337,998 LOSS
LIFE	17.38 LOSS	20,200 LOSS

(SOURCE: ALL FIGURES: PIB)

BBDO Newsletter

- 1 LIGHT TOUCH
- 2 GLASS MASTERS
- 3 TEASER
- 4 NO BODY



1 ONE ENTERTAINING idea can be worth a thousand bar graphs—even in the statistical world of broadcast media. American Broadcasting Company had an impressive story to tell about its *Disneyland* and *Mickey Mouse Club* hits. To match the mood of Disney art, copy featured names of six of the Seven Dwarfs. Sneezy was left to remind ad men that such ABC-TV successes are nothing to sneeze at.



3 BIG, CURIOUS EYES put real tease into this special teaser campaign for Lever Brothers' new Wisk. What is Wisk? TV and radio spots, and newspaper ads answer this tantalizing question with the equally tantalizing reply: "Wisk—it's wonderful!" Campaign climaxes with Wisk Day at local stores. (Confidentially, Wisk is Lever Brothers' new all-purpose liquid detergent. Coming to your town soon.)



2 ADOPTING an enthusiastic yet properly restrained theme, "Corning can do almost anything with glass," Corning Glass Works proceeds to prove it in this distinctive new campaign. Designed to demonstrate Corning's skill and imagination, rather than individual products. Spreads combine rich, color photography, brisk copy. Ads run in *Fortune*, *U.S. News & World Report* and *The New Yorker*.



4 LOOK, MA, no car—only wheels! BBDO Cleveland uses this camera technique to make a vital point: "You're only as safe as your tires." New safety slogan and eye-catching photos keynote a B.F. Goodrich crusade against bad driving and bad tires—and create a campaign that is truly unique. Color spreads and TV advertising also urge motorists to join the Safe Driver League at B.F. Goodrich retailers.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO

Sales Management

THE MAGAZINE OF MARKETING
VOLUME 76 NO. 12

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

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SALES MANAGEMENT, with which is incorporated **PROGRESS**, is published semi-monthly on the first, tenth and fifteenth, except in May, September and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

Ad reading
with a
purpose...



brings sales leads
that mean business!

Industrial Equipment News is read
for one purpose only . . . PRODUCT
INFORMATION.

IEN editorial columns report the
newest products.

IEN advertising columns offer in-
formation about available products of
special merit.

Both are examined by the same
readers, for the same reason—to be
informed about better products.

To have your ad seen in IEN you
don't have to rely on chance.

You don't have to look for pros-
pects, because *they are looking for you*.

If they are ready for your product
and want more information, you will
hear from them; some buy on sight.

And when you do, their response
means something.

IEN's *Specific Information* reply
form enables them to particularize as
to their interest and needs.

Details?
...Send for complete DATA FILE

Industrial Equipment News

Thomas Publishing Company



BPA 467 Eighth Avenue, New York 1, N. Y.
N.B.P. ...Affiliated with Thomas Register

BUY

NORRISTOWN, PA.

Big New News About Business For You

Sales Management facts just released to us reports the entire Norristown market's golden sales opportunity is more dramatic than even we expected.

City & Retail Trading Zone

No "Outside In" circulation from other places moves any major part of this dollar volume to your cash register, at such low costs as does the Times Herald. And, it's the only medium "self merchandising" to your Norristown distributors and dealers because they demand it, pay for it and read it every day.

FIRST

Population 147,000
Family Income \$7,559
Food Sales \$51,461,000
Furn. House \$23,137,000
Drug Sales \$4,134,000
Liquor Stores \$4,919,000
Total net income \$294,795,000
Total Retail Sales \$195,951,000
General Merch. Sales \$32,467,000
Automotive Sales \$21,199,000
Eat & Drink Places \$15,736,000
Gas. Service Stations \$10,230,000

The Times Herald

NORRISTOWN, PA.

National Rep. The Julius Mathews Special Agency

your
advertising message on

WHBF

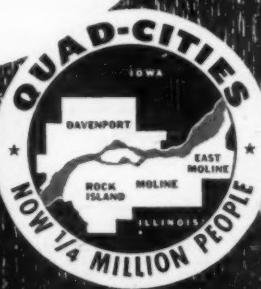
is aired to 1,300,000 people
in our 25,000 square mile
coverage area.

EBI per capita — \$1646

CBS FOR THE QUAD-CITIES

WHBF AM
TV
ROCK ISLAND, ILLINOIS

REPRESENTED BY AVERY-KNODEL



Sales Management

THE MAGAZINE OF MARKETING

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

EDITORIAL

EDITOR AND PUBLISHER... Philip Salisbury

EXECUTIVE EDITOR..... A. R. Hahn

MANAGING EDITOR... John H. Caldwell

Feature Editor, Lawrence M. Hughes; Associate Managing Editor, Robert C. Nicholson; Senior Associate Editor, Alice B. Ecke; Associate Editors, Harry Woodward, Grant Jeffery; Chicago Editor, David J. Atchison; Washington Editor, Jerome Shoefield; Director of Research, Dr. Jay M. Gould; Assistant Director of Research, Alfred Hong; Consulting Economist, Peter B. B. Andrews; Cover Artist, Ralph Castenir; Copy Editor, Amy Lee; Production Manager, Mary Camp; Assistant Production Managers, Aileen Weisburgh, Virginia New; Readers' Service Bureau, H. M. Howard; Editorial Assistants, Ingrid Larson, Ann DiLello.

ADVERTISING SALES

DIRECTOR OF SALES... John W. Hartman

Assistant to Sales Director, Caroline Ciolfi; Sales Promotion Manager, Philip L. Patterson; Advertising Service Mgr., Madeleine Singleton; Production Mgr., Patricia Simon.

Division Sales Managers: **New York**—W. E. Dunsby, Wm. McClenaghan, Randy Brown, Jr., Gerald T. O'Brien, Joseph E. Pendegast, Charles J. Stillman, Jr., 386 Fourth Ave., New York 16, N. Y., LExington 2-1760. **Chicago**—C. E. Lovejoy, Jr., W. J. Carmichael, Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STATE 2-1266. Office Manager, Vera Lindberg. **Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Cal., WOODLAND 2-3612.

SUBSCRIPTIONS

DIRECTOR..... R. E. Smallwood

Assistant Director, Edward S. Hoffman; Subscription Manager, C. V. Kohl; \$8.00 a year; Canada, \$9.00; Foreign, \$15.00

SALES MEETINGS

Issued as Part II of Sales Management, five times a year. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa., WALnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT..... Raymond Bill

EXEC. VICE-PRESIDENT..... John W. Hartman

TREASURER..... Ralph L. Wilson

SENIOR-VICE-PRESIDENTS.... C. E. Lovejoy, Jr., W. E. Dunsby, R. E. Smallwood.

Member—Audit Bureau of Circulations, Associated Business Publications, National Business Publications, Magazine Publishers Association.





MAKE YOUR NEXT MOVE . . .

ABOARD THE

VISCOUNT

THE SWIFT, SMOOTH, SILENT WAY TO FLY

The world's first turbo-prop airliner offers you the utmost in comfort—plus speed. Four Rolls-Royce jet-prop engines make the VISCOUNT not only fast, but exceptionally free from noise and vibration. You'll enjoy superb air conditioning and pressurization, the panoramic windows and individual tables. On your next trip, fly the VISCOUNT.



CHICAGO



DETROIT



BUFFALO *



ROCHESTER*



CLEVELAND



PITTSBURGH



PHILADELPHIA



NEW YORK



BIRMINGHAM



MOBILE



ATLANTA



WASHINGTON



ROLLS-ROYCE

POWERS THE VISCOUNT



NEW ORLEANS

* Eff. July

Capital
AIRLINES



Russell C. Westover, Jr., President of Ray Oil Burner Company, tells the secret of

"How to make hay without sunshine!"

"Make hay at midnight or in a rainstorm? Sure—why not?

"Modern farmers have found a way. They cure it a few minutes after cutting—in big dehydrating plants!

"But there's one catch. Profits could disappear in a hurry if the fires go out. That's why they use Ray Oil Burners.

"And that's why Ray uses Air Express!

"In addition to his own stock, any Ray dealer in the country can draw on our 'super stockroom' of 40,000 different parts. It's only a few hours away by Air Express!

"It has helped build our reputation for fast service. And it saves money! 10 lbs. from San Francisco to Portland, Ore., costs \$3.78 by Air Express. That's \$1.37 less than the next lowest-priced complete, door-to-door air service."



Air Express

GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY



EDITORIALS

Ownership Motivation

The people who have been most successful in corporate proxy battles in the past few years have been those who have cried that existing management owns little or no stock and, thereby, lacks the motivation of a shareholder in the conduct of the business. Robert Young, who successfully took control of the New York Central, made particularly effective use of this cry.

The proxy war cry may have dramatized the interest of shareholders in seeing that their company is managed by people with substantial stock interest, too. Now along comes *Nation's Business* with the figures to show that from 1945 to 1955 business ownership has expanded two ways . . . the total number of new businesses has increased almost 50% . . . and that business ownership among executives and employees of both large and small corporations has soared. For example: The magazine, taking 1949 as a base of 100%, reports that at the end of 1955 the number of company "participation plans" has more than doubled—specifically involving now 28,150 active pension profit-sharing and stock plans, representing an increase of 218%.

The owner-manager of a relatively small company almost invariably has able assistants but there is no doubt that he is the boss of sales, production, finance, design, and every other phase of the business. So he is both a tough buyer and an imaginative sales executive. While a stock-owning executive in a very large company obviously does not have the precise outlook of the owner-manager, his attitude toward the products and services which you have to sell to him is subtly different from the mere employee, no matter how highly paid. So it might be worth the while of your salesmen, who are calling on these top-stockholding executives, to change their sales approaches, subtly, too.

"Help Wanted" Is New Clue

Can the number of "Help Wanted" ads in newspapers be a tip-off to whether a market is booming or declining? If you sell in any one of the 113 markets surveyed by "Help Wanted Trend," published by B. K. Davis & Bro., Help Wanted Advertising Service probably will be of unusual interest to you. The April report, for example, just released, states that "Bad weather and layoffs in the auto industry dealt help wanted advertising severe blows in April . . . according to Trend's monthly survey, however, last month's ad count did exceed April 1955 (a four-Sunday month) by about 180,000 ads—enough of an increase to still any alarming anxieties about the immediate future."

Of the 113 newspapers surveyed in April, 92 reported gains, 9 reported losses, and no reports were available on the other 12. Four of the losses came from Michigan, and one was caused by a newsprint strike.

The peak year for "Help Wanted" ads was in 1952 when 16,538,388 were placed in the surveyed newspapers. In contrast, only 6,483,865 were placed in 1954. Last year these ads totaled only 8,665,771.

Naturally, any substantial increase in "Help Wanted" advertising in any one market would indicate that that market is coming close to exceeding its labor supply and maybe, from the point of view of

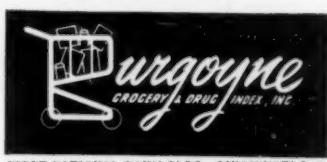


The amazing growth in popularity in the last decade of tuna and its relatives—albacore and bonito—is the modern miracle of the fish business. Salmon, long the undisputed champ, now has a husky twin brother on the grocery shelf. Tuna's rise in popularity from the day it was horse mackerel and unsalable, to the present, when it can be obtained in a number of tasty forms from flake to chunk, is a tribute to untiring promotion and advertising. A packer who thought of one more way to put it up consulted Burgoyne, arranged for panel tests in Canton, Roanoke and South Bend. The tests indicated that there wasn't enough difference, at least in the customers' minds, between the new form and established varieties to justify a separate pack. Facts at a minimum of cost. That's us.

* * *

One staple item in almost any bathroom is dusting powder, after-the-bath powder, or as it was once called, talcum. A few fastidious folk want a special fragrance and are willing to pay for it, but most sales of this item go to the big box with the passable odor, if any. One manufacturer decided to try to establish more brand identification than usual, and signed Burgoyne to make a continuing market study in Toledo, South Bend and Rockford to find out where he stood in sales and inventory in relation to competing products. At the same time he launched special promotion on a modest budget, together with advertising support. Sales of his product show a steady rise, and he is a confirmed Burgoyne booster. How about you getting on the bandwagon?

* * *



FIRST NATIONAL BANK BLDG., CINCINNATI 2, O.

sales reports get brighter . . .



When you sell the Billion



and brighter . . .



Dollar Spokane Market

**IT'S ONE OF THE THREE MUST MARKETS
IN THE PACIFIC NORTHWEST**

YES, PACIFIC NORTHWEST SALES REPORTS DO GROW BRIGHTER WHEN YOU COVER THE BILLION DOLLAR SPOKANE MARKET. A nationally famous market in its own right, the Spokane Market is of particular importance to the success of any Pacific Northwest sales program. A distinctly independent and unified trade area, it is distant from and unaffected by advertising in coastal cities 300 miles or more away. It's BIG — 36 prosperous counties, more than a million people in the heart of the Pacific Northwest. It's RICH — buying income tops a billion and a half dollars a year, income per farm is more than double the U. S. farm average, and retail sales are in excess of one billion dollars annually. More important — it's EASY TO SELL!

With just one space buy — THE SPOKESMAN-REVIEW and SPOKANE DAILY CHRONICLE — you tap the full buying power of the entire Spokane Market . . . easily and economically. For these are the two newspapers Spokane and Inland Empire residents have read and accepted — and shopped from — since pioneer days. With 9 out of 10 subscribers receiving their papers by home-carrier delivery, the Spokane Dailies have the penetration and coverage it takes to completely sell the vast Spokane Market.

So reach the more than one million residents of the Spokane Market . . . sit back . . . and watch your sales reports get brighter and brighter.

Combined Daily Circulation Over 160,000 — 86.41 % UN-duplicated

THE SPOKESMAN-REVIEW
MORNING
Spokane Daily Chronicle
SUNDAY
EVENING
SPOKANE, WASHINGTON

**Best Advertising Buy
in America's Best Test Market**

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago,
Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.



What makes a newspaper great?

In newspaper offices all over America teletypes chatter of Singapore riots, Gaza Strips, *apartheids*, Cypriots and war in North Africa. And while reports, interviews and feature stories pour in by the yard, harried editors spin globes and scan reference books to back-ground themselves.



Intelligent newspaper editing today calls for wide experience plus a quiz-contestant's memory and intimate working acquaintance with a staggering array of assorted peoples and locales. For in the jungle of conjectures, half-truths and conflicting rumors, even the opinions of on-the-spot reporters may be contradictory or misleading.

That is why the Minneapolis Star and Tribune, despite their access to every important news gathering service in the world, have been sending local staff members in record number to Europe, Africa, the Middle East and the Orient.

Copr., 1956, The Minneapolis Star and Tribune Co.

These journeying journalists have no ambitions to become permanent foreign correspondents. Their job is observation. Their purpose: to be better able to interpret the world's important news stories in the light of the special interests and concerns of Upper Midwest newspaper audiences, already among the nation's best-informed on foreign affairs.

Executive editor William Steven, cartoonist Scott Long, assistant executive editor Wilbur Elston, reporter Carl Rowan, editorial writer Robert W. Smith, news editor Daryle Feldmeir and science writer Victor Cohn —these are some of the Star and Tribune staff men who have been traveling distant continents to examine for themselves the situations that underlie the world's tensions.



For the Minneapolis Star and Tribune believe that the resolution of the conflicts in these areas ultimately will affect the lives of *all* of the world's people's,

including their readers. Keeping the Upper Midwest more completely informed on daily developments and "big picture" trends, not only with thorough news coverage but also through wise interpretation based on first-hand knowledge, is the goal of these two newspapers.

It's through such extra efforts to add understanding, depth and color to the world's news that the Minneapolis Star and Tribune earn and hold the respect and confidence of the largest newspaper audience in the 3½ state area they serve: America's Upper Midwest.



**Minneapolis
Star and Tribune**
EVENING MORNING & SUNDAY

625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

buying power, a better than average market. Of course, many other factors must be considered.

Liars, Traitors, Bunglers

We were stumped when a friend from outside the sales field asked why sales executives do not charge their competitors with being "liars, traitors, bunglers." He pointed out that politicians have always tried to sell their prospects by terming the opposition liars and bunglers, and in the past few years implied that some people running for office or running the government are traitors.

Our friend suggested that such words seem to influence voters, who are, after all, the same people who buy our goods and services. So if it works in politics, our friend wondered why it wouldn't be effective in business.

This friendly, forthright query caused us to reflect that the way we sell our goods and services involves some pretty straight talking to our prospects. We tell them the truth about our products, for the most part and, over the years, people have come to place great confidence in our written and spoken words of description of our products and services.

Many sales executives will be involved in this year's presidential campaign. It is to be hoped that all of us will be voters and many sales executives will be applying their talents of organization and persuasion on behalf of their party and candidates. It might be a good idea if these talents were applied, too, to raising the standard of political debate this year. Let's talk sense about politics as we have learned it is good business to talk sense about our products and services.

Wasted Lives

General Electric's consultant-decentralized manager of education, Moorehead Wright, makes five points in his discussion of "Development of Men."

1. All development is *self* development.
2. All development is *individual*.
3. The opportunity for self-development must be *universal*.
4. The manager or "professional" (engineer, chemist, salesman, etc.) *each* is an individual contributor.
5. More than 90% of a man's development depends on what happens to him from day to day *on his job* . . . and how he's managed (guided, stimulated) on his job.

It's Wright's contention that management and creative work are two different professions and, depending on qualifications, men should be trained for them. For example, Wright points out the loss to the country and to the company of a famous scientist who burned himself out trying to function as vice-president for engineering, when he could have been more useful to society in purely creative work, at which he was a genius. One of our most successful broadcasters, for example, soon gave up his administrative job and title because (a) he is happier in broadcasting and (b) he makes a lot more money now. So the star salesman not only might be happier to continue as the star salesman, but he might make substantially more money than he would as an unhappy, failing manager.



1,152,497
Elks

It's not the extra buying power of 1,152,497 Elks (Dec. 31, 1955 ABC) we're talking about, even though their incomes are far above the national average. The vitally important extra is readership loyalty. Elks believe in the magazine they own . . . and give preference to products advertised in it. For extra sales results, reach the receptive, stabilized audience of The Elks.



MARKETING HANDBOOK

Scientific selling methods you need to get impressive results in today's changing markets. 30 sections cover: market research; consumer demand; distribution; industrial marketing; advertising media; packaging; pricing; sales promotion; public relations; etc. Paul H. Nystrom, Editor; Albert W. Frey, Staff Editor. 226 illus., charts; 1321 pp. \$12



Other Famous RONALD Handbooks: ACCOUNTANTS' HANDBOOK

Rufus Nixon, Editor; Walter G. Kell, Staff Editor. 403 illus., tables; 1600 pp. 4th Ed. Ready Sept. 14. \$15

COST ACCOUNTANTS' HANDBOOK

Theodore Lang, Editor. 556 illus., tables; 1482 pp. \$12

FINANCIAL HANDBOOK

Jules I. Bogen, Editor. 139 illus., 1289 pp. 3rd Ed. Revised Printing. \$12

PERSONNEL HANDBOOK

John F. Mae, Editor. 262 forms, illus.; 1167 pp. \$12

PRODUCTION HANDBOOK

L. P. Alford and John R. Bangs, Editors. 771 forms, charts, illus.; 1676 pp. \$12

• Send for these Handbooks. Save postage by remitting with order.

THE RONALD PRESS COMPANY
15 East 26th St., New York 10



"...the foundation of our



We recently passed an interesting and profitable afternoon talking about business publications with T. Faxon Hall, Vice President in charge of Public Relations and Sales Promotion for the Walker Manufacturing Company of Wisconsin, the nation's largest producer of automobile jacks, mufflers, and oil filters. Prior to joining Walker just 20 years ago, Mr. Hall worked as a reporter and special feature writer for several large Midwest newspapers; as advertising manager for a large industrial concern; and with one of Milwaukee's leading advertising agencies. A past president of the Automotive Advertisers' Council, he is currently chairman of the Trade Paper Relations Committee. Here are the highlights of the interview.

Q Your organization has been in business for just about 50 years, hasn't it?

A Yes. The business was started in 1905 by Willard and Warren Walker, twin brothers.

Q What products did they manufacture at that time?

A Well, their very first product was a jack called a "tire saver" which people used when they put their cars up for winter storage. If you remember, back then it was customary to remove all weight from tires to help preserve their short life. It was only a few years later, however, when they started to manufacture regular passenger car jacks which developed over the years into a full line of jacks of all sizes and capacities. Then, about 25 years ago, they branched out into the muffler business as well.

Q How long has the Walker Company been advertising?

A Offhand I can't say exactly. But I do know we were among the first advertisers in *Jobber Topics*—a publication that dates back some 35 years. And we have advertised consistently all that time.

Q How much of your advertising effort is devoted to business publications?

A Practically everything we do is in business publications. You see, from our

standpoint the dealer is the consumer. He is the man who actually controls the flow and sale of our merchandise. We do not believe we can effectively influence you or any other individual automobile owner to break your normal service patterns and drive into an unfamiliar repair shop to get, let us say, a Walker Silencer for your car. You have a regular service man, someone you have chosen because he is convenient to you and because you have confidence in him. He is the man who controls your buying. He is the key to his own "corner automotive trading area" and, therefore, the one that I am interested in reaching; for if I have him, I also have you as his customer. Experience has proven that I can reach him most effectively through the trade press.

Q In other words, you really consider business publications your consumer publications?

A That is correct. And through the constant use of business publications we have had a very unusual experience—probably one that few advertisers have had. We started with a product that was completely unknown, for which no market had been cultivated, and over a period of time brought it to a top position from the standpoint of dollar volume and profit to the wholesaler.

Q This was done primarily through the use of business publications?

A Right. As I just said, we had to create a market, and this was done by advertising the idea that the muffler business could be a big business and a profitable one. The entire job was done through business publications.

Q How do you outline the role of business publications from the standpoint of the advertiser?

A Well, in our own particular case I would say that business publications are the foundation of our marketing communications system. As a matter of fact,



marketing communications system"

I don't know what we would do if we did not have the trade press to carry our messages. Aside from the fact that we established a market for our mufflers, through the proper use of business publications, their importance is illustrated in the case of our comparatively new oil filter business. Being new in the market, we just don't have the money necessary to compete at the consumer level. But, through judicious use of business publications we are able to compete at the dealer level, and we have been successful in building acceptance for it.

Q Of what importance, would you say, are business publications to the reader?

A They are a basic source of information—his classroom in print—on which he must rely if he hopes to keep up to date in his field. I feel that this is particularly true in the automotive industry, where it is so very necessary for a man to keep abreast of maintenance methods, new equipment, and new developments. I would say that business publications provide the technical data and information that a man in business today must have to operate successfully.

Q How would you say business publications can be put to the best use?

A Well, there are several schools of thought on this subject. Some advertisers believe that they should be in every publication connected in any way with their product, even if they must use a light schedule and small space. Others, including myself, prefer to use a smaller list of publications—the very best in the field—but to dominate that particular list. In this connection, one important thing that a lot of advertisers fail to realize is the fact that they can make their company look either large or small, important or unimportant, just by the way they use the space the budget allows. I for one would rather have my prospects and customers think of the Walker Manufacturing Company in terms of double pages in color than of single page, black and white advertisements.

Q What is your theory regarding the preparation of an advertisement?

A We try to prepare our ads to do a job on two groups of people—those who look and those who read. You reach the first group through the use of good illus-



tration and good, informative headlines. The second group you reach through straightforward, reader-rewarding copy. This of course simply follows well-established rules of good advertising.

Q What do your sales people think about your advertising in business publications?

A They certainly recognize its value, and of course we miss no opportunity to keep them informed about our advertising activities. At our sales meetings

and presentations I explain to our field force that the money we spend in business publications goes to form the backdrop against which they are working as individual salesmen—without which their jobs would be considerably more difficult, their time less profitably spent. I like to explain it this way. Here's a product—here's a market. The job is to get the product to the market as efficiently and economically as possible. Without help of any kind, this can be a difficult, time-consuming job for a salesman. But to aid the salesmen we put two strong forces to work. We apply the force of advertising against the market so as to move it closer to the product. We apply the force of merchandising against the product to move it closer to the market. In our industry, the gap between the two can never be closed by these two forces alone, but the closer we can move one to the other the easier it is for the salesmen to complete the sale. With an understanding of this principle, and with the realization that only the trade press can furnish one of the two essential forces, our salesmen naturally regard business publications as one of their closest and strongest allies.

Through the medium of business publication advertising you reach prospects and customers on common ground—at a time when they are receptive to your message. Thus business publications fulfill a role unduplicated by any other known selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes a proportionate selling power. Let Chilton publications help give your advertising maximum effectiveness.



The Voice of Authority . . .

Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • Hardware Age
The Iron Age • Jewelers' Circular-Keystone • Distribution Age • Motor Age
Automotive Industries • Optical Journal and Review of Optometry • Spectator
Commercial Car Journal • Boot and Shoe Recorder • Hardware World
Gas • Tele-Tech & Electronic Industries • Butane-Propane News • Book Div.



This "salesman" landed \$1821 worth of orders

The Company: Anchor Plastics Company, Long Island City, N. Y., manufacturers of custom extrusions. **The facts:** telephone calls costing \$14.85 produced \$1821 in orders in just one month.

"Telephone calls are extremely important to us," writes an Anchor Plastics executive. "They enable us to straighten out engineering problems with out-of-town customers in a few minutes which would take days or weeks any other way. This creates a lot of good will, and it enables us to obtain orders which we might not get otherwise."

Are you using *your* telephone effectively? Hundreds of firms, large and small, have found that the *planned* use of the telephone means greater profits. We have some specific suggestions that may prove helpful in your business. Just call your Bell Telephone business office.

BELL TELEPHONE SYSTEM



LONG DISTANCE RATES ARE LOW

Here are some examples:

New York to Philadelphia . . .	50¢
Cleveland to Indianapolis . . .	90¢
Chicago to Pittsburgh . . .	\$1.15
Boston to Detroit . . .	\$1.40
Washington, D. C., to San Francisco . . .	\$2.60

These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

Call by Number.
It's Twice as Fast.

LETTERS TO THE EDITORS

"Perforate Pages, but Send Replacement Issues!" Library Asks; SM Offers Extra Cut-Rate Subscription

Going at Half Price!

EDITOR, SALES MANAGEMENT:

With a little disdain, I have followed the tempest over the "to perforate or not to perforate" issue. The problem seems to point to that of missing pages in back issues when the time comes around to bind the volume. Since SALES MANAGEMENT is indexed in the Industrial Arts Index (H. W. Wilson Co.)—for which service both you and the libraries pay a substantial fee—it must be recognized that the magazine is worth preserving in our libraries.

Libraries do not quarrel with perforated pages as such in your magazine. We pay enough for one subscription, and most of us feel it should be retained. Our binders can cope with perforated pages . . . they cannot supply missing ones.

Would SALES MANAGEMENT promise to send the libraries, after each volume is completed, a nice new, fully complete, unremoved, perforated issue—to replace those issues from which pages have been removed by unauthorized readers? Anyway, you should consider giving us a very liberal discount on a dual subscription—which second copy we can immediately cache away for our binder.

Paul Kruse

Librarian
Golden Gate College
San Francisco, Cal.

►SALES MANAGEMENT appreciates the problem which college and public libraries have in connection with perforated pages: The scoring does make it so easy to detach pages when no one is looking.

We therefore make a special offer, available only to college and public libraries, of an extra subscription at \$4, which is half the regular price. They can then set aside for six months the copies from this subscription for the bindery.

Scored Pages Circulate!

EDITOR, SALES MANAGEMENT:

No doubt you have heard this compliment countless times, but I want to express my own personal thanks for compiling SALES MANAGEMENT

magazines with perforated pages so they may be easily "clipped."

As the months have gone by, I have continued to be an avid reader of SALES MANAGEMENT, but the easy-to-tear-out sheets have allowed me to share SALES MANAGEMENT's many beneficial contributions with many of our people who might not otherwise be so well informed.

Charles B. Chapman

President
The Stayform Co.
Chicago, Ill.

No Feet of Clay

EDITOR, SALES MANAGEMENT:

I have just read your story about the Gardner Farm Group operation in the April 15 issue ("Ad Men with Clay on Their Shoes," p. 32).

It's the most thorough, factual story yet to be told about this unique group. Please pass my compliments to members of your editorial staff for doing such an intelligent reporting job.

Charles E. Claggett

President
Gardner Advertising Co.
St. Louis, Mo.

"Norge spirit" Captured

EDITOR, SALES MANAGEMENT:

I don't believe that I've ever read a more comprehensive magazine article than the one in your April 15 edition—"Norge—'An Awakened Giant'" (p. 25).

That it should describe in detail the Norge progress in the past two years pleases us very much.

We deeply appreciate the extraordinary steps you took to capture the Norge spirit—from the great amount of time Mike Hughes spent with us in Chicago on through to the special color and printing techniques you developed in New York.

Each of us at Norge feels that your report is one of the more tangible and gratifying rewards for the personal contributions made to our growth.

(continued on page 17)

Magnetic Tape in Business

BY

PAUL JANSEN, Sales Manager

A NEW WAY to get more reliable consumer research information comes in this interesting suggestion from Dr. Ralph G. Nichols, Chairman, Committee on Listening Comprehension of the National Society for the Study of Communication. Dr. Nichols says magnetic recording tape can uncover the facts about your business you'd like to know . . . do it more easily and accurately than customer questionnaire cards, complaint or suggestion boxes, surveys or other such conventional research methods.



A "FEEDBACK BOOTH" is Dr. Nichols' suggestion for getting the facts. Made like a phone booth, but with automatic tape recorder and microphone instead of a telephone, these "feedback booths" may be placed conveniently near entrances in retail stores.

In the privacy of the booth, foodstore, drug, department store customers could express their satisfaction, voice complaints, make suggestions and offer reactions to store service, personnel and merchandise. Their recorded reactions would offer valuable clues to better business methods, Dr. Nichols feels.

THE MAGIC OF MAGNETIC TAPE makes it possible to record up to 1½ hours of customer suggestions of a single 7½" reel of the new long playing tape playing at 3¾ rpm. And with magnetic tape there's nothing to wear out, no chip or scratch problem to worry about. Tape is almost indestructible, can be used over and over again and always keeps its remarkable mirror-like reproduction quality.

MOST FAMOUS TAPES of all are "SCOTCH" Brand Magnetic Tapes. Now available in a wide variety of reel sizes, made to meet the rigid requirements of many different industries, "SCOTCH" Tapes have a world-wide reputation for highest fidelity and dependability. No wonder they're outselling all other brands in this country and abroad. Try "SCOTCH" Brand Magnetic Tapes on your machine soon. You'll enjoy sound as you've never heard it before. And it's a wonderful business aid!

FREE BOOKLET TELLS ALL!

You'll find the answers to many questions in the fascinating new 20-page booklet, "You Don't Have to be a Recording Expert . . ." It tells how to splice tape, how to edit and time tape reels, even how to make higher fidelity recordings. For your free copy just drop a card to: Business Division, Dept. FV-66, Minnesota Mining and Manufacturing Company, 900 Fauquier Ave., St. Paul 6, Minnesota.



The term "SCOTCH" and the plaid design are registered trademarks for Magnetic Tape made in U.S.A. by MINNESOTA MINING AND MFG. CO., St. Paul 6, Minn. Export Sales Office: 99 Park Avenue, New York 16, N.Y.



Want to sell home-owners?

Anyone with anything to sell gives a high rating to home-owners—and in New York and the suburbs, home-owners rate The News high! In fact, The News reaches more readers living in owned homes than do all other morning papers combined! And more than all evening papers combined! It also has more readers living in rented homes. The News audience of 4,780,000 comprises more readers in families with \$10,000 and up incomes, more college educated, more owners of homes, cars, stocks and bonds. Whatever you sell, The News should be your medium!

If you'd like to learn the facts about the New York market, you'll want to see the authoritative survey by W. R. Simmons & Associates Research, Inc. Costing us more than \$150,000—it's one of the best sales guides ever made! Ask your advertising agency or any New York News office to show you

“Profile of the Millions”

THE NEWS, New York's Picture Newspaper...with more than twice the circulation, daily and Sunday, of any other newspaper in America...
220 East 42nd St., New York City... Tribune Tower, Chicago...
155 Montgomery St., San Francisco...3460 Wilshire Blvd., Los Angeles

Readers living in owned homes

News	1,610,000
Mirror	610,000
Times	430,000
Herald Tribune	350,000
Journal American . .	520,000
Post	240,000
World Telegram & Sun	460,000

Source: "Profile of the Millions"
Copyright 1955 by News Syndicate Co., Inc.



LETTERS

I hope and trust that your story provides as much inspiration for your readers as it does for Norge to keep moving forward.

Judson S. Sayre

President
Norge Sales Corp.
Subsidiary of Borg-Warner Corp.
Chicago, Ill.

India Gets SM Data

EDITOR, SALES MANAGEMENT:

In the Aug. 15, 1955 issue on pages 42, 43 and 44 you have a chart entitled, "Is It Time to Audit Your Management Practices?"

We feel that this is an excellent check list which we would like to distribute throughout India as part of our industrial technical assistance program. We are interested in distributing approximately 1,000 copies.

Frank S. Wilson

Industrial Development Adviser
United States of America
Technical Cooperation Mission to
India
American Embassy
New Delhi, India

India Asks "Attitude" Aid

EDITOR, SALES MANAGEMENT:

I should express my grateful thanks to your many contributors who share their ideas and facts with men and women all over the world, the free world if you please. It would be ever so nice if the tangible aids referred to in SALES MANAGEMENT's pages are available in the Indian market. As a teacher and trainer, I find their absence a handicap.

In a sense, all of us are salesmen. May be, we do not sell tooth brushes or caustic soda or automatic lathes. May be, we do not sell insurance. We have to sell ideas, we have to sell our personality at every moment of our life. I would welcome if this aspect of SALES MANAGEMENT is catered to as well.

Recently, there was a nice article on ATTITUDES. I am working on a doctorate thesis on "Productivity of Indian worker vis-a-vis his attitudes." Can any of your readers help me with either literature or bibliography of literature published on the subject of

(continued on page 19)

JUNE 1, 1956

FORT WORTH is a

**3 Billion
Dollar Market!**

WHERE THE WEALTHY WEST BEGINS

There are four large metropolitan areas (over 450,000 population) in Texas. In order of population they are: Houston in the Southeast; Dallas in the Eastern part; San Antonio in the Southwest; and Fort Worth, largest city in the Western half of Texas. Fort Worth metropolitan population of 486,500 (January 1, 1955), and the West Texas trade area population of 2,042,900 dominate the Western part of the state. It is the undisputed automotive, aircraft, meat packing, transportation, cattle and oil center of the great Southwest. The market has more than its share of the wealth of Texas.

A RICH AND PRODUCTIVE MARKET

	% of State	Total
Effective Buying Income	25.3%	\$3,195,668,000
Retail Sales	25.1%	2,261,899,000
Automotive Sales	26.8%	537,194,000
Drug Store Sales	25.3%	73,650,000
Food Store Sales	23.3%	474,993,000
Furniture-Household Radio Store Sales	21.9%	100,424,000
General Merchandise Sales	25.4%	274,933,000

All Figures Based on Sales Management Survey of Buying Power, May 10, 1955

COVERED BY TEXAS' BUSIEST SALESMAN

CIRCULATION
248,823
DAILY (M&E Combined)
228,437
SUNDAY

As filed with Audit Bureau of Circulation, subject to audit, for 6 months average, ending September 30, 1955.



FORT WORTH STAR-TELEGRAM

AMON G. CARTER, JR., President and National Advertising Director



ALFRED M. HUDSON



JOHN M. DUFF, JR.



ARTHUR A. GOLDMAN

Percentages you can profit from

Families that travel are the kind of bigger spenders most advertisers want to sell first. And if there's one advertiser who knows when his ads are getting results, it's your resort operator.

How resort managements spend their advertising dollars should be of particular interest to every advertiser.

Recently Resort Management Magazine asked a number of leading hotel men which newspaper gets the largest share of their ad budgets. Almost to a man they named The New York Times.

"In the first six months of 1955, 80% of our entire newspaper budget went into The New York Times . . . should be first on any major resort list."

Alfred M. Hudson, The Princess Hotel, Bermuda.

"Approximately 50% of our newspaper budget goes into The New York Times."

John M. Duff, Jr., Golden Gate, Miami Beach.

"We use ten newspapers, and some 60% of all our advertising goes into The New York Times."

Arthur A. Goldman, The Goldman, Pleasantville, N.J.

Down the line comment like that means but one thing . . . advertising in The New York Times produces more business and more profitable business at lower cost. It will for you, too. Try it.

The New York Times

"All the News That's Fit to Print"

FOR 37 YEARS FIRST IN ADVERTISING IN THE WORLD'S FIRST MARKET

LETTERS

attitudes? Frankly, what is available in Indian libraries is quite inadequate. All good wishes from India.

N. H. Athreya M. A.

Bombay Management Assn.
Army & Navy Bldg., 3rd Floor
Bombay 1, India

SM News for Salesmen

EDITOR, SALES MANAGEMENT:

As many other large companies, Wilson is faced with the problem of keeping salesmen abreast of current developments in the food field. Also, they should learn how salesmen in other parts of the country are handling similar problems.

Obviously, salesmen do not receive, nor could they read, the many publications that cross our headquarters desks. Yet they should know the latest in order to be most effective.

Occasionally we would like to pass along some of the information, with credit, which we get from SALES MANAGEMENT, and request your permission.

Don Young

Editor, *Selling Team*
Wilson & Co., Inc.
Chicago, Ill.

► Glad to have you review material from SALES MANAGEMENT in your house publication for Wilson employees.

Prentis Reread

EDITOR, SALES MANAGEMENT:

Saturday morning I happened to be cleaning out our magazine rack at home when I came upon the January 15 issue of SALES MANAGEMENT and the Prentis [H. W. Prentis, Jr., chairman, Armstrong Cork Co.] article on leadership ("Leadership: The Priceless Ingredient in Corporate Vitality," p. 74).

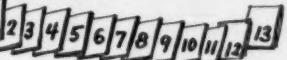
I read the article again but with a keener interest perhaps than I did the first time. It is one of the most significant interpretations of leadership I have ever read. Articles of this caliber, I might say, serve to make me a continuingly loyal and interested reader of your magazine.

E. J. Carow

Manager, Distributor Sales
Panelyte Division
St. Regis Paper Co.
New York, N. Y.

If you sell through industrial distributors, remember this: the more your distributor salesmen  know about your company, its policies  and its products, the more time  they are going to spend selling your products to industrial buyers, the more sales they are going to make for you.



Industrial Distribution reaches the largest audience  of industrial distributor salesmen ever assembled. Keep your distributor salesmen selling your products by advertising in each of the 13 issues 

A McGRAW-HILL PUBLICATION, 300 WEST 42ND STREET, NEW YORK 36, NEW YORK ABC - ASB

PRODUC-TROL Visual Control *not only schedules, automatically checks with TIME, LINE and COLOR control*



- Original cost and upkeep low
- Schedules and time checks
- Historical record to back it up.
- Bad situations show automatically.
- Its simplicity has put it into world-wide use.
- Analyze 100 items in 10 seconds.

Effective Tools for Effective Management
WASSELL[®] ORGANIZATION, INC. Westport, Conn.

JANUARY, 1950 350,000
JANUARY, 1952 425,000
JANUARY, 1953 500,000
JANUARY, 1954 625,000
JANUARY, 1955 700,000
JANUARY, 1956 775,000
MAY, 1956 800,000

DELIVERED

"U.S. News & World Report"
has now crossed the
800,000 mark in net paid
circulation—this is more
than double its circulation
of just six years ago.

America's Class News Magazine



An essential magazine

Essential to more and
more readers

Essential to more and
more advertisers

Advertising Offices,
30 Rockefeller Plaza
New York 20, N.Y.
Boston, Philadelphia, Cleveland,
Detroit, Chicago, St. Louis,
San Francisco, Los Angeles,
and Washington

6th in
manufacture
of
apparel



wgal-tv

LANCASTER, PENNA.
NBC AND CBS

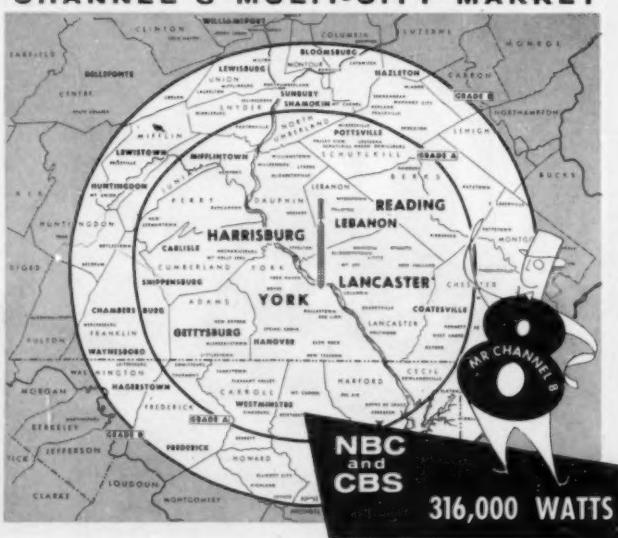
Among the television markets foremost in the manufacture of apparel and related products, the Channel 8 Multi-City Market ranks sixth, based on production figures for America's top 100 counties (SALES MANAGEMENT "Survey of Buying Power" — May 10, 1956). Apparel manufacturing is just one of the many widely diversified industries which make the WGAL-TV Channel 8 market of first importance in your advertising planning.

STEINMAN STATION
Clair McCollough, Pres.

Representative

the **MEEKER** company, inc.
New York
Chicago
Los Angeles
San Francisco

CHANNEL 8 MULTI-CITY MARKET



SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

GOOD NEWS FOR INDUSTRY is embodied in the recently issued ninth annual survey of "Business Plans for New Plants and Equipment." This unique and reliable study by the Department of Economics, McGraw-Hill Publishing Co., reports that business plans to spend—

\$39 billion for new plants and equipment in 1956 . . .

. . . which is a 30% increase over such spending 1955, and . . .

. . . already, 1957 plans equal those for the current year. Also . . .

. . . plans for capital spending through 1959 are at a very high annual level, within shooting range of 1956 expenditures.

Confidence of businessmen in the nation's future economic health is strongly indicated by the size and scope of these capital spending plans. Worth noting, too, is the fact that almost every industry increased its plans since last October when a preliminary survey was conducted by McGraw-Hill.

Prosperity will be aided by this giant expansion. The building industry will get a welcome boost. (29% for new construction.) Machine, tool and

equipment makers are assured a big slice of this capital spending cake. (71% for new equipment.) The result will make possible the introduction of new products, helping to build markets and keeping employment at a high level.

A trend toward far-sighted management is also apparent. The number of companies able to give specific plans as far ahead as 1959 was the greatest of any McGraw-Hill surveys—88%.

An assurance that these are not all paper plans is given in a statement by Dr. Dexter M. Keezer, v-p and director of the McGraw-Hill Department of Economics. He points out that 1956 plans are in the form of firm orders and rising plants. Also, plans for future years are tied to present expenditures, with spending peaks in such industries as oil, utilities and airlines slated for 1957, 1958 or 1959.

Other findings. Manufacturing companies plan to increase capacity 8% in 1956, and another 18% in 1957-59. They expect 11% of 1959 sales to be in products not made in 1955. Almost 30% of all manufacturing companies reported that a significant share of their 1956 capital spending will be for facilities to make new products.

PLANS FOR CAPITAL SPENDING

	1955 Actual*	1956 Planned	1955-1956 Percent Change	(Millions of Dollars)		
				1957	1958	Preliminary Plans 1959
All Manufacturing	\$9,440	\$13,998	+48%	\$13,225	\$11,152	\$10,175
Petroleum Industry	4,992	5,542	+11	5,926	5,994	5,954
Mining	318	427	+34	325	331	302
Railroads	923	1,495	+62	1,136	1,022	991
Other Transportation & Communication	3,403	4,526	+33	4,586	3,972	5,048
Electric & Gas Utilities ²	4,309	4,968	+15	5,459	4,763	4,413
Commercial	7,349	8,819	+20	8,466	7,873	7,479
ALL BUSINESS ²	30,030	38,965	+30	38,078	34,146	33,574

*U. S. Department of Commerce, Securities and Exchange Commission, McGraw-Hill Department of Economics.
¹ Gas utilities based on survey by American Gas Association, for 1956-59.

² Petroleum refining and chemical plants, included under both manufacturing and petroleum industry, are counted only once in the total.

Significant Trends (continued)

SALES DEPARTMENTS ARE FALLING DOWN in following up inquiries, according to a study made by "Industrial Equipment News." This publication invites its readers to request further information on products described in the publication; the publishers have a systematic plan of sampling these readers, asking them a number of questions dealing with how the advertisers followed through.

Apparently, the average manufacturer, in the home office, serviced the inquiries promptly (88% of readers said they did), and 85% of the readers found the information adequate. But, in answer to the question "Did the salesman call with added information?" only 12% answered affirmatively.

There is a very interesting correlation between this 12% of followups by salesmen with the answer to the question "Have you bought this product?" Just 12% (but not necessarily the same 12%) said yes. Test checking of the quality of the inquiries indicates that they are truly sales leads, since 68% either bought or are still considering buying.

Sales executives who are dissatisfied with field performance might well investigate to find out what happens to the leads which they turn over to their salesmen. Or whether salesmen even get the leads.

UNITED AIR LINES ACTED recently to check actual passenger reaction to liquor service (one cocktail) on some of its flights. And, it found—as is frequently true—a small minority was responsible for some loud voices of protest. Many of the protesters, said W. A. Patterson, the airline's president, were apparently not even air travelers.

The complimentary (and controversial) cocktail is served on just 10% of United's flights. But, in view of scores of criticizing post cards and letters received, the airline decided to get the opinion of two passenger groups: (1) Members of United's 100,000 Mile Club—experienced air travelers, among whom are many sales executives; (2) Current travelers on all flights.

The opinions of the two groups were very similar: (a) 77% said liquor service should be permitted

aboard airplanes. (b) 88% said they would "usually" or "sometimes" accept complimentary drinks offered in flights. (c) 85% said they would "usually" or "sometimes" buy drinks if offered for sale on flights. (d) 80% felt liquor service aboard planes should be controlled—either through limiting number of drinks or time of service, or both.

The resulting policy: United will continue its liquor serving practice on approximately 10% of its planes, but does not plan to expand number of drinks available to individual passengers.

United Air Lines has demonstrated the value of a calm, careful analysis at a time of apparent crisis. If it had panicked before the shouts of a minority, the great majority of its paying customers would have been deprived of a cocktail in the clouds—a service which 88% of all United travelers admit they would accept.

RADIO HAS A BOOSTER in the person of Arthur Hull Hayes. He's president of CBS-Radio and it's part of his job to know who's listening to his medium and when. So naturally, he was steeped in radio figures, especially comparative figures, when he made a recent address touching on the impact of CBS daytime dramatic serials. Declared Hayes:

"In the course of a day, a gross box office audience of 50,680,000 people listen to our serials between noon and 3:00 p.m. This many people would fill Radio City Music Hall for more than 8,000 performances. Standing in line, these people would reach from New York to several hundred miles past Bagdad.

"This CBS-Radio listenership doubles the amount of Americans who go bowling or play bridge over a period of a year. If you are baseball-minded, this audience includes 11 million more people than attended all World Series games since 1923 . . ."

Beneath Hayes' statistics lies a fundamental truth of importance to sales executives: **Radio isn't exactly what it used to be, but it still makes a whale of a lot of daily contacts.**

No Price-Cutting on Beautyrest: How Does Simmons Do It?

The answer lies in clear-cut sales policy, strongly implemented.
The four most important elements in it:

- Simmons is a tireless champion of the principle of Fair Trade.
- Simmons, by purposeful choice, builds its products up to a standard and not down to a price.
- Simmons operates only through selective dealerships, does not try to sell everybody.
- Simmons believes in heavy and continuous national advertising as a means for creating and maintaining consumer preference.

At a time when discount houses are forcing many a manufacturer to abandon the principle of Fair Trade, Simmons Co., America's No. 1 mattress maker, is militantly maintaining a Fair Trade policy. And making it stick.

Sales, in 1955, hit a new high of \$156,333,729, an increase of 12.4% over 1954.

The Simmons sales record under Fair Trade is all the more significant because of the higher price—\$69.50 — of its bellwether product, the Beautyrest mattress.

Fair Trade works for Simmons because Simmons makes it work, says John W. Hubbell, vice-president in charge of merchandising and advertising, through its long-standing selective distribution policy, protection of the integrity of its product, and steadily expanded national advertising which has made "Beautyrest" a brand name known and respected by millions. Simmons management sincerely believes that Fair Trade is a two-way street and that the manufacturer has as much responsibility in maintaining Fair Trade prices as the retailer. The advertising budget for the current year will run over \$4 million.

Simmons main competition, Hubbell explains, comes from literally hundreds of local manufacturers who produce conventional open coil type

mattresses and enjoy the advantages of local marketing flexibility. Simmons fights this competition with higher quality standards on all mattresses, plus the unique Beautyrest with its costly independent pocketed coil construction, and 65 branch warehouses, or service stations as the company prefers to call them, where merchandise is readily available.

Simmons is the largest manufacturer of mattresses, ranking No. 1 in the industry. Several other companies are neck-and-neck as the next largest, but any one of them would be a poor second. Simmons estimates that it outsells the second largest manufacturer by at least 4 to 1. Approximately 24% of the mattresses sold last year were sold by Simmons.

"Our Fair-Trade policy," says Hubbell, "has the dual effect of giving the consumer the most for his dollar in terms of better sleep equipment and of protecting our dealers by insuring them a reasonable profit on our products.

"Only Simmons has been able to move in volume top quality mattresses in the upper-price brackets. These are Beautyrests. And to make a monthly check on uniformity of quality, Beautyrest mattresses are

bought on the open market by the United States Testing Co. for testing purposes. The other big Simmons edge is advertising, promotional and merchandising support. Simmons believes that a successful business is built backwards from the consumer to the factory. Every Simmons move revolves around a retail-minded approach to the consumer. We enjoy the reputation of being 'the friend of the retailer.' Here Simmons holds top position."

Proof of the soundness of the Simmons retail-minded sales policy is the fact that net sales through the years have consistently increased. In 1941 they totaled \$62,692,928; in 1942, \$65,392,002; in 1944, \$67,797,332; in 1946, \$92,924,877; in 1951, \$154,020,191. Sales during the first quarter this year were up 16% over the like period last year.

Advertising, which has top position in the company's sales operations, has also increased over the years. For example, in 1945 the appropriation was approximately \$1 million all told. For the current year it will be in excess of \$4 million.

Over the past 10 years Simmons has done about 50% of the industry's advertising. Almost the entire amount of the advertising budget is given over to Beautyrest, the company's top quality mattress, thereby

BY ALICE B. ECKE
Senior Associate Editor

The Simmons basic advertising campaign features only Beautyrest mattresses and Hide-A-Bed sofas. The media used are 100% magazines, both mass and selective. It is built on very high frequency in all the magazines.



Both get private, undisturbed rest on BEAUTYREST

Only Beautyrest has independent springs.
Only Beautyrest lets two sleep together in perfect comfort.



Only Simmons makes
BEAUTYREST

creating consumer acceptance for the top quality item in the line.

The Simmons retail distribution policy, Hubbell explains, might be defined as one of "selected broad distribution."

In major markets, generally speaking, all important dealers carry and support the Simmons line. As Hubbell points out, most of the Simmons competition is local. When contrasted with some local brands, it is found that local manufacturers have up to four times as many dealers as Simmons in certain given major markets. Management believes in selecting dealers who can be important to the company and in restricting distribution to the extent that the Simmons line can be important to the dealers.

While there is no formal franchise agreement between Simmons and its dealers, retail distribution arrangements are generally based on a reciprocal support policy wherein Simmons supports each dealer to the best of its ability and, in turn, expects each dealer to support Simmons merchandise, particularly the quality items: Beautyrest and Hide-A-Bed.

Simmons marketing policy goes back to 1925 when the management initiated a bold retail-minded program which changed the course of mattress marketing. This was built on five marketing principles:

1. High unit sale
2. Excellent net profit
3. Price and profit protection
4. A new and super product
5. Powerful, continuous consumer advertising

The company's Beautyrest marketing program today is based on these

same proved principles. The Beautyrest mattress at \$69.50 represents a high unit sale. The Simmons 30-year program of consistent advertising has created an assured acceptance of this top-price line — only the Beautyrest mattress sells in volume in the over-\$60 price range. The average department store does some 20% of its unit sales in this price line, and the average furniture store obtains slightly over 30% of its total unit sales in this top-price bracket — a price line created by Beautyrest advertising.

Simmons marketing policy has always advocated a top retail net profit, with the result that today the bedding department is one of the top-profit makers in a retail furniture or department store. For example, in department stores, research has demonstrated that, while the bedding department represents only about 1.4% of total main-store sales, it contributes 3.3% of total main-store profit. This is due to the profit contribution of

the over-\$60 price-line mattress — Beautyrest.

In furniture stores, National Retail Furniture Association estimates indicate that, because of the contribution of the over-\$60 mattress sales, the bedding department represents 12% of total store sales, contributes \$50 in sales per square foot and from every dollar of inventory will produce \$7.24 worth of sales and \$3.09 gross margin.

The over-\$60 mattress price line represents in the average department store 20% of unit sales but 33% of dollar sales and a walloping 64% of net profit. One Beautyrest sale is worth eight \$39.50 promotional mattress sales in terms of the net profit contribution.

The Simmons sales organization is decentralized and sells direct to the retailer. The company is organized into four operating divisions: Atlantic, Southeast, Central and Pacific.



The promotional advertising campaign is planned to stimulate timely retail store promotional activity and to promote an element of excitement and urgency in behalf of Beautyrest mattresses and Hide-A-Bed sofas.

Each division is headed by a divisional general manager charged with the full responsibility for the operation of all manufacturing facilities and for directing all sales operations for his division. He is responsible for increasing profits within his assigned area.

Within each division there are district managers responsible for sales and manufacturing conducted within their districts. They, in turn, report to the divisional management.

There are 223 salesmen in the field. From the time they join the sales staff they are continually told to "think retail." This is a basic Simmons policy in defining the relationship between the salesmen and their customers. The salesmen spend most of their time working with their dealers, planning and developing retail promotions to move Simmons products to the consumer. They are trained to solve their dealers' problems.

Quotas for all Simmons products are established for each salesman. There is an over-all incentive program set up for members of the sales organization, in the form of a contest—the All-American Contest. Winners and their families are given substantial awards such as vacation trips, etc. This year top prizes will be Pontiac automobiles.

Policing Fair Trade price maintenance is a must duty for each member of the sales organization. Whenever it is legal to do so, the company vigorously polices the maintenance of Fair Trade prices for its products. Each salesman is charged with the immediate responsibility for seeing that Fair Trade prices are adhered to by his retail accounts. Where necessary, legal action is employed to bring about compliance.

The advertising support behind the retail distribution policy and the sales organization: Simmons management believes that the principal objective

for its advertising is to develop mattress and sofa bed prospects and condition them favorably toward purchasing Beautyrest or Hide-A-Bed, thereby creating a sales opportunity for the retailer.

To reach today's market with the impact and consistency needed, most of the company's advertising is aimed at the consumer without diverting funds for cooperative retail advertising which Simmons management feels is primarily a retail responsibility. Adequate retail advertising is made possible through generous and protected profit margins on Beautyrest.

The 1956 \$4-million-plus advertising appropriation, through Young & Rubicam, Inc., is divided into three functional budgets: a basic consumer budget, a promotional budget, and a tactical budget.

The basic campaign involves only Beautyrest mattresses and Hide-A-Bed sofas. The media employed are 100% magazines, both mass and selective. They include *Life*, *The Saturday Evening Post*, *Reader's Digest*, *Farm Journal*, *Living for Young Homemakers*, *Bride's Magazine*, *Modern Bride*, *Guide for the Bride*, *The American Weekly*, *Ladies' Home Journal*, *Small Homes Guide*, *Home Modernizing*, *Better Homes and Gardens*, and *This Week*. This basic campaign is built on a very high frequency. For example, in *Life* alone 18 pages will be scheduled this year.

The promotional campaign is designed to stimulate timely retail promotional activity and to provide an element of excitement and urgency in behalf of Beautyrest and Hide-A-Bed. Media used for this campaign are *Life*, *Parade*, *Family Weekly*,

(continued on page 101)

John W. Hubbell of Simmons ...

... was born in Washington, D. C.... educated in the Philadelphia public schools and Dartmouth College, graduating in 1921. From college he went to Curtis Publishing Co. as sales representative... did sales work for Butterick Publishing Co. and Colgate Co., predecessors to Colgate-Palmolive-Peet Co. Went to Simmons in 1929 as promotional sales manager... was promoted to promotional sales and advertising manager and later to his present position as vice-president in charge of merchandising and advertising and as a director of the company. He is a vice-president and director of the Sales Executives Club of New York, and a director of the National Sales Executives Club.



GUY GILLETTE

He Cracks Canco's Sales Whip

"...but you can't sell cans in here!" says Edward K. Walsh as he looks around his new and elegant New York office, high above Park Avenue's pavement. And Walsh is a salesman: He's just been named general manager in charge of American Can Company's Sales Department. He's never worked for anyone else. "I got out of Dartmouth in '29, on the crest of the wave." His first job: spoilage man. He inspected spoiled cans, found what spoiled 'em, then raised hell with the machine operator. But the next year he moved into the sales operations in the Atlantic Division, rose to district sales manager, Baltimore, before war came. His service career was notable: At war's end he was a Lt. Com., officer in charge of the Container Section, with responsibility for preparing and following through on packaging specifications on everything from biscuits to locomotives. His most recent Canco job: assistant general sales manager. Canco has a new sales setup—four sales divisions (food, non-food, beverages, and fiber and plastic containers), each with a general manager, each bidding for the time of the field sales force. Aim: Flexibility. "We hope to be able to turn around on a dime." Canco, founded in 1901, has 62 plants in the U.S., Hawaii and Canada, set a '55 company sales record of \$718 million. Among its "firsts": the beer can, motor oil cans, vacuum coffee cans . . . at left Canco's Miracans for soft drinks. Walsh has three boys, helped organize his home town's Little League baseball team.

THEY'RE IN THE NEWS

BY HARRY WOODWARD

Firestone's Growth Man: He Scatters Sales Seeds

Thomas G. MacGowan has a disconcerting but useful habit of staring people straight in the eye; finds it cuts situations down to size. And because he has a secondary habit of staring down sales jobs into their proper perspective, he's just been given The Firestone Tire & Rubber Company's newest and most formidable—sounding job—director of advance planning. Looking into the eye of this hurricane, he says, "It means I'll develop and coordinate planning for further growth and expansion of all divisions of this worldwide rubber company." Who better for the job? Tom MacGowan is immediate past president of the American Marketing Association, serves on the business and international committees of the National Planning Association, on the foreign policy committee of the U.S. Chamber of Commerce. A native of Syracuse, N.Y., he worked for newspapers in the East before he became production manager for one of the leading market research corporations in New York, then president and partner in another. He joined Firestone as a market analyst in 1939 in Akron. He turned up so much business potential that the company turned up a new job for him, gave him the world for a territory . . . MacGowan writes articles, spare time, for academic and business publications, mounts many a podium to speak on marketing. He's won two national awards from the American Marketing Association and in '53 was named to the Hall of Fame in Distribution.



He Sold the Milwaukee Market— Now He Publishes the *Sentinel*



A veteran newspaper salesman is the new publisher of the *Milwaukee Sentinel*. He's Wallace M. Hughes, v-p and assistant general manager of the Hearst Advertising Service. For the past 11 years Hughes has sold the Milwaukee market and the *Sentinel* in the general and automotive advertising fields as an HAS executive. And he worked for the *Sentinel* as an advertising salesman in the '20's. He feels he's "come home again." Hughes is the old-style advertising salesman who feels that his accounts are family members. This philosophy won him success with newspapers in Richmond, Syracuse, Cleveland. For five years he was publisher of the *Syracuse Press*, a shopping newspaper. Like all newspapermen he loathes having his own picture taken, but thinks everyone else should. He and Mrs. Hughes are packing up for the move to Milwaukee. His only regret: leaving behind his married daughter and his favorite objects—three grandchildren. "But they'll visit me!"

New Clear-Plastic Containers:

They're Selling Themselves; They're Selling Food Products

Because consumers like to see what they are buying, sales of clear, rigid plastic containers for food are skyrocketing. They are being used for dairy products, especially cottage cheese and ice cream; sherbert, salads, seafoods, nuts, candy and other products. Other advantages: light weight, reuse applications.

Most of the containers are made of Dow's polystyrene, called *Styron*, or Monsanto's *Lustrex*. All clear, rigid plastic looks pretty much alike, but the field is a competitive one, so processors think up new designs—such as the *Goblette* of Wilpet Tool

& Mfg. Co., shown here; and they improve the closures.

The industry is a young one. Premium Plastics, Inc., of Chicago, formed in 1954, attained a sales volume of over one million dollars in its first year of operation and considers itself a "pioneer."

The Ice Cream Field Survey of 1955 revealed that one in four manufacturers now packs in plastic containers. Sherbet, formerly a seasonal item, is said to have been made a year-round seller through use of rigid, clear containers. They are also credited with huge increases in

sales of gelatin salads and desserts, and of seafoods. Typical testimonial, from John R. Kleinman, General Sales Manager, Dairy Products Division, Beatrice Foods Co.: "We have used rigid plastic containers in many localities; results have in all cases been good. We have used (them) in pint size, since July 1955. We pack in them ice cream, sherbet and salads; sales have increased. We have been using $\frac{1}{2}$ gallon plastic containers since November 1955. Results are more than good as we have outsold our competition even at a higher price." The End



WILPAK GOBLETTES is a popular container for creamed cheese, bacon, ham salad, shrimp, liver paste and cocktail sausage. The Goblette is a product of Wilpet Tool & Manu-

facturing Co., Kearny, N. J., and comes in 6, 7, 8, 9, 10 and 12 ounce sizes. Lids may be of polyethylene or clear Styron, and can be printed with rubber die process or use labels.

MIXED NUTS are now being packed in plastic by leading companies, according to Premium Plastics, Inc., Chicago, maker of this container. High rate of sales expected.



RE-USE VALUE of this Barton's Bonbonniere candy box has considerable appeal. Gold-foiled milk chocolate coins come in several different shape boxes. Kids like them.



RASPBERRY SHERBET, a full pint of it, is in this plastic container for Walgreen's by Premium Plastics. Snap-on lid is almost air-tight. Half-gallon size also available.



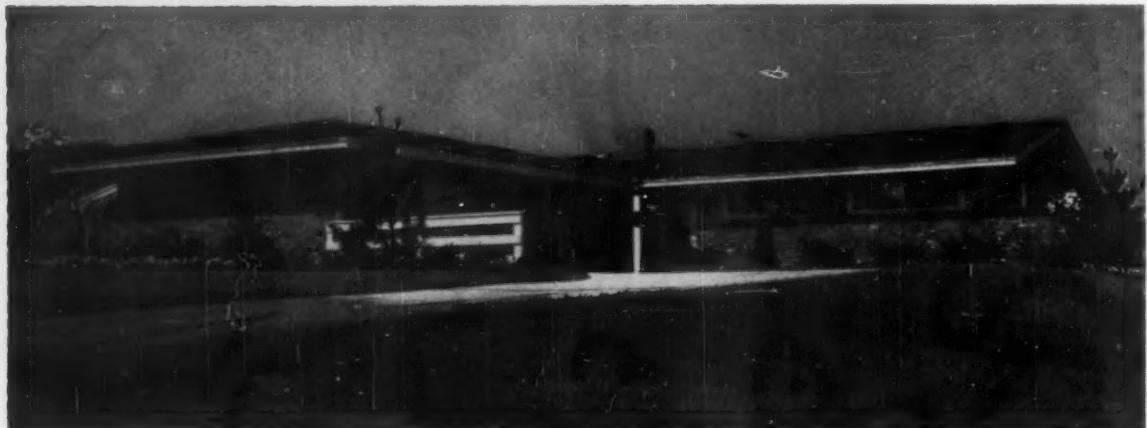
LIDS ARE IMPORTANT. Some are rigid, clear, permitting high visibility; some are of polyethylene, not clear, but giving leeway for slight overfill. These are "Tite-Lock" containers by Massachusetts Plastic Corp., Ludlow, Mass. They are available in four sizes.



NOT A NEW CONTAINER, this clear plastic box (left) for Borden's Gruyere cheese has been a trademark for its product for nine years. Maker is Tri-State Plastic Molding Co., Henderson, Ky. Borden's cream cheese is in a hermetically sealed Flexeel container by Buckeye Molding Co., Miamisburg, Ohio.



COLORFUL fruit and vegetable gelatin salads by Hi-Hat Food Products Co., Providence, R. I., look appetizing in these "Tite-Lock" clear plastic containers by Massachusetts Plastic. Three sizes are shown here of this line of products which found immediate acceptance in visual containers.



THIS SCHOLZ home was sold by a salesman who earned \$15,000 in his first year.

Sales Boom in \$25,000 Pre-Fab Homes

Well-heeled America is now willing to buy a prefabricated luxury-price house. Behind this new attitude is the imagination and drive of a young builder, Donald Scholz, who is building his Toledo firm into a national marketer of homes.

The second public stock offering in Scholz Homes, Inc., was a complete sellout the moment it went on sale this April. The 160,000 share issue beat even the previous record of 180,000 shares sold within two weeks the previous May.

Sales growth is responsible for this Toledo, O., firm's need for more capital. Scholz jumped from fifteenth to fourth place in dollar volume in the prefabricated house industry last year.

A late comer to the prefabricator's ranks in 1952, Scholz Homes fashioned a brand new pattern in a cost-conscious industry heretofore serving the low and medium-price house market: Scholz sold luxury houses to the luxury market. And it merchandised its product with the aplomb of Cadillac salesmen.

The maverick approach was not only sound, it was successful. Sales of Scholz "California Contemporary" houses spiraled from \$300,000 in 1953 to \$4.7 million in 1954, reached a shade under \$10 million in fiscal 1955, ended February 1956.

Scholz houses featured such luxury features as mahogany-faced kitchen cabinets, built-in appliances for the complete kitchen, double glazing of all windows and screening that

rolled automatically across the face of a window as the window opened.

Sales success of the higher price houses (averaged \$25,000 with land, numbered close to 1,200 units) led to the introduction this year of a low to medium-price line of houses, called "Ranch Western."

The Scholz aim was to produce the characteristics of a luxury-price design in the house that could meet the moderate-income pocketbook. *American Builder* magazine described his new line of houses as "introducing \$50,000 styling in a \$15,000 house."

Right Approach

The Scholz aim was on dead center as evidenced by the reception of the new line. By the end of the first quarter the orders were twice the volume of 1955 production.

Ten years ago the Scholz organization was a small, local homebuilding outfit consisting largely of a design engineer, Donald J. Scholz, and a building crew of several men. Young Scholz (then 26) started business with less than \$5,000 capital, a flair for home design and a single driving idea: that other home builders must be crazy not to recog-

nize the tremendous sales opportunities in modern building materials, the latest building techniques, up-to-date merchandising methods and good design.

Scholz' chief stock in trade was and continues to be design. Today no company in the prefabricated house industry can boast a greater number or variety of house designs.

Scholz' market and sales effort expanded with his rich design collection. Capital raised from public stock subscription was used to expand design and sales staffs and to increase manufacturing facilities.

Among his major company moves was retention of Richard B. Pollman, nationally known as a design consultant and light construction researcher. Pollman joined the Scholz design team to perfect a line of pure colonial houses to be introduced next year. He will also help plan a line of light steel and glass industrial and commercial buildings.

Harry G. Leggett, vice-president-sales for another prefabbrer, joined the Scholz sales force as a vice-president.

The Scholz Toledo plant was expanded by an additional 20,000 square feet. A new 165,000-sq.ft. plant was purchased in Wilmington, Del. in March. The new plant will serve the big East Coast market. Late this summer Scholz plans a third plant near Memphis, Tenn.

Scholz' advertising effort, primarily in the building business paper press—*House & Homes*, *American Builder*, *National Real Estate and Building Journal*, *Pf—the Magazine of Prefabrication*—has been spilling

over into such consumer magazines as *Living for Young Homemakers*. An advertising budget of \$60,000 last year promises to be at least double this year.

It all began when Don Scholz, a builder of custom-quality houses in Toledo, returned from a trip to California and started building California-style ranch houses for sale in the Toledo market. Designs which had the warmth of a farm house blended with the functional lines of modern architecture became very successful in Midwest communities.

"Look what's selling in Ohio," cried *House & Home* magazine. Other magazines picked up the design hubub. Builders who read about Scholz were soon flocking to Toledo to look over the houses in his Lincolnshire community.

Builders asked for plans. Scholz sold plans. Builders wanted precut parts. Scholz sold precut parts. Builders demanded panelized houses. Scholz was in the prefab house business.

Designs for Builders

Scholz continued to build and sell for himself, but increasingly his business turned to providing other builders with his designs and materials. The home and building press were his staunchest allies in the early days. Within two years his latest designs appeared in *American Home*, *House Beautiful*, *Living for Young Homemakers*, *Family Circle*.

Magazines continue to publish his designs. The July issue of *House & Garden* will devote a cover and a major part of its coverage to a Scholz home.

Mushrooming growth and mass purchasing permitted Scholz to keep a host of builders active through last summer's gypsum shortage. His volume purchase of trapezoidal double glazing gave him virtually a corner on the market.

Builders who learn about Scholz from business paper advertising or from industry talk are usually contacted personally by a Scholz sales representative. Salesmen, the majority of whom have had previous realty or building materials backgrounds, outline the services besides the product Scholz provides. Services include help with Federal Housing Administration or Veterans Administration paperwork, merchandising and advertising cooperation, site planning, color coordination, even financing help through a six-month-old acceptance corporation.

The latter service, a necessary ad-

junct to the prefab business, particularly in a tight mortgage money market—as at present—provides builder-dealers with construction and final mortgage financing provided that local financing cannot be made available to them.

Builders who waiver about acceptance of Scholz designs in their own localities are given a list of prospective customers who have queried Scholz after reading an advertisement or story about his houses.

Combined consumer and trade shows such as the 1956 Home Building Exposition at New York's Coliseum in May have provided Scholz with a two-pronged attack on the growing market of builders and buyers.

Suppliers of Scholz Homes products, including Libbey-Owens-Ford, Johns-Manville, Tappan Stove Co. have featured Scholz designs in their advertisements. Two dozen cooperated in advertising in most all the New York newspapers during the May Exposition. Scholz received radio and TV coverage as well as a receptive real estate press.

Promotion-minded Scholz who had built 11 fully furnished and landscaped models for the Chicago National Association of Home Build-

ers Convention & Exposition in January built two complete houses in the New York Coliseum during the May show. Salesmen are fond of recounting the grumblings of one builder at the Chicago convention. He was overheard to say on an elevator, "Scholz, Scholz, Scholz" that's all you hear around here."

Scholz insists upon high-level promotion. His own advertising, for example, bears a stimulating breath or freshness in an industry which barks, "Stupendous, lowest cost, fastest, terrific." His most notable addition included a professional photograph of the glass-gable-end California Contemporary model and the simple headline: "Scholz . . . because the design . . . the quality . . . sell themselves."

Scholz salesmen use four-color editorial reprints, four-color sales brochures and four-color photographs to exhibit to builder prospects. They get an indoctrination in electrical, heating and engineering as well as design principles when they take the Scholz sales training course. Chief accent of the training program is on costs, however, since the builder's No. 1 problem and consideration is price. To answer builders' questions about what the house package consists of,



"My mother was a lousy cook!"



another order lost
before I got there

Far more often than many sales managers realize, poor catalog procedure is the reason orders are lost before their salesmen get there.

Research in industrial selling proves that catalogs, more than any other marketing tool, lead to invitations for salesmen to call. It follows, then, that your salesmen lose many orders, *before they even get there*, if ready buyers have immediate access to competitors' catalogs, but not to yours.

The checklist in the adjoining column will help you gauge the true effectiveness of your catalog in its *most important role*: getting more invitations for your salesmen to call *in time to fight for the order*.



Sweet's Catalog Service

a division of F. W. Dodge Corporation

119 West 40th Street, New York 18, N. Y.

How effective is your catalog procedure?

Careful answers to these questions will tell you. A "no" to any one of them is good reason to review your entire catalog program.

- 1. Do you have a tested system for making sure your catalog reaches the important buying influences for your products...in the companies with volume buying power?**

yes no

(Sweet's market-specialized Catalog Files are distributed to the companies that have over 80% of the total buying power in the industries these Files serve. Individuals who receive them are continually checked for their buying influence.)

- 2. Does your present system provide for the immediate distribution of your catalog to every good, new company that comes into your market?**

yes no

(With daily access to Dodge reports on new plant construction, plus continuing market analysis and field research by its distribution staff, Sweet's spots potential new sources of business immediately; distributes appropriate Catalog Files to them as soon as their buying power is known and qualifies them.)

- 3. Do you know how many of the men who have received your catalog have kept it, and have filing systems which make it easy for them to find and use it?**

yes no

(Catalogs bound, indexed, and distributed in a Sweet's File are always easy to find, cannot be misfiled or lost.)

- 4. When your customers and prospects want to compare products, preparatory to calling in possible suppliers, does your system make it reasonably certain that your catalog can't be overlooked?**

yes no

(Sweet's binds the catalogs of comparable products next to each other, indexes each one for easy reference. This minimizes the chances that any suitable product cataloged in a Sweet's File will be overlooked when ready buyers are searching for the answer to a need.)

- 5. Are you sure that all of your important customers and prospects have your current catalog?**

yes no

(Sweet's distributes new Catalog Files each year. Every user of a Sweet's File is therefore certain that each catalog bound into his Sweet's File provides him with the up-to-date and correct buying data upon which he can rely.)

- 6. Has your catalog been prepared to give your customers and prospects exactly the kind of buying information about your products that they should have...and will it logically lead them to take the next buying action you want them to take: call in your salesman or distributor; write to you; or specify your product?**

yes no

(Sweet's has been designing and producing market-specialized, action-evoking catalogs for fifty years...has had notable success in doing so...designs and produces more manufacturers' catalogs, by far, than any other company in the world.)

There is a Sweet's Catalog Service office near you. A call or letter to any one of them will bring you prompt and thorough help in making sure your catalog...its design, production, and distribution...results in more orders for you at the lowest possible cost.



every salesman tours the fabricating plant and watches one or more trucks loaded with the panels and brand-name components shipped to a building site.

In recent months the house package has grown to include not only wall panels, roofing materials, pre-cut material and appliances in the luxury-price line of houses, but electrical, heating and plumbing components now sold with the lower price line of houses.

Eventual Scholz goal is total fabrication of everything that goes into a house except the foundation and landscaping.

All house shipments are made aboard large trailer trucks which leave the Toledo or Wilmington plant the afternoon or evening before delivery is due. As many as three trucks will deliver the largest houses in the Scholz line. They arrive at a builder's site at a scheduled time, generally 8:00 a.m., and the builder proceeds immediately to build the house as major components leave the truck. Trucks are loaded so that the first pieces to be loaded on are the last pieces to be used in the erection schedule.

Because builders are so intent on costs, Scholz salesmen provide them with detailed cost breakdowns on each house model. Cost sheets include estimated on-site labor for the total building operation, including excavation for foundation.

Salesmen Helpful

Since the lower price Ranch Western houses are designed for the builder of large-volume projects generally sold with FHA or VA-backed insurance provisions, Scholz salesmen are equipped with partially completed government agency forms which they help builders fill out. Salesmen are armed additionally with suppliers' literature to insure that a local builder gets full valuation from local insuring officers. No Scholz design is ever shipped unless an FHA engineering bulletin has been issued on its manufacture. All houses are designed to meet the strictest building code provisions since a house going down a production line could as well be shipped to Omaha, Nebraska as Boston, Mass. No builder wants to re-engineer a house to fulfill local building requirements.

Gross profit margins for builders vary with their individual efficiency and local building costs. Down payments to individual buyers vary according to the size and final selling price of a house, whether or not it

has government-backed mortgage insurance and existing credit restrictions. On the lowest price houses, consumers can pay as little as \$200 down. On the higher price houses, usually financed without government insured mortgages, down payments can run as high as \$20,000.

Before Scholz' sales and merchandising effort was crystallized, his sales force simply air-shipped builder prospects to Toledo for a close-up of Scholz designs in Lincolnshire. Today as more Scholz houses dot the landscape, salesmen tour a builder prospect to the closest project of Scholz houses in the vicinity.

Scholz builders are not franchised. They get protection from competing builders with the same designs in the way they are selected. Sometimes there are several builders in the same—often large—county. Frequently there is only one builder per county. Builders who once worried about infringement of their territories are taught to understand that Scholz houses will not be built next door to theirs since Scholz' stake in an individual builder's success is as great as the builder's.

Protects Builder

Scholz salesmen are now armed with a sales tool unique in the industry—a handsomely bound white leatherette decorator's kit containing a variety of color-coordinated color swatches, drapery fabrics, wall tile, colors for bathrooms and kitchen cabinets, down to and including tufts of specially manufactured carpeting. Carpet and drapery are optional extras in the physical house package.

Most builders buy the design kit as a sales tool in their own merchandising efforts.

Big-volume builders are Scholz' latest customer conquests.

The Scholz Acceptance Corp., organized late last year, is already smoothing the flow of funds for the growing builder-dealer organization.

Completing the Scholz organization is a land development company that finds investors to finance land improvements for Scholz builders.

Teaming with production, promotion and prestige for the 1956 building season, Scholz looks to double his sales force particularly in the Southwest. His salesmen particularly in the Midwest and East now serve more than 200 builders in 32 states. First-year salesmen have earned an average of \$15,000 on a straight commission basis. A \$30,000-a-year income is not unusual for several men and women who have been with Scholz longer.

The End

More Luxury, Leisure and Sports Spur "General Class" Markets

Leisure time, luxury tastes, sports and recreational living, and consumer upgrading in products will mark the U.S. economy more than ever in the next five years, Richard L. Neale, assistant publisher of Time, Inc.'s *Sports Illustrated*, told a recent convention of *SI*'s people, in a talk titled "Toward 1961."

In the last three years—"the period when *Sports Illustrated* developed," said Neale, "from an idea into a magazine:

"The number of sport participants increased 6,800,000 or 8%.

"Actual attendance at major spectator sports (despite TV) continued to rise....

"And, in the arena of spectator sports, the home game audiences are up 33% for 'bowl' football games, Friday night fights are up 40%, and World Series audiences up 60%.

"More people are spending more time on sports."

Dick Neale cited figures on the increase, between 1952 and 1955, in number of fishing and hunting licenses issued — respectively by 1.7 million and nearly 300,000; in bowlers, four million; golfers 235,000; tennis players, one million, and pleasure-boat ownership 637,000.

Meanwhile, attendance at pro baseball games climbed nearly two million; at pro and college football games, 458,000 and 360,000, and college basketball games, 251,000.

In five years, Neale pointed out, the nation's expenditures for sports equipment and toys have mounted 28% and for participation amusements, 23%.

All of which, on the assumption of steadily expanding population and economy—makes life and specifically fortune look bright for Time, Inc.'s 20-month-old baby.

In 1955 *SI*, a weekly, carried a total 737-plus advertising pages—including 657 in the national editions and 80 regionally. (This was the largest first-year volume of any magazine, except *Life*.) At present, says *SI* Publisher Harry Phillips, pages scheduled for the rest of 1956 total 50% more than on the same date a year ago for 1955.

Thus *SI* may publish 1,000 advertising pages in 1956.

For 1957 it is shooting for 2,000. *Sports Illustrated*, Neale told the convention, intends to rise and ride

high on the growing luxury-leisure tide. He divided the major advertising-carriers among magazines into seven groups: "weeklies" (*Collier's*, *Life*, *Look* and *The SEP*); women's fashion, home service, general monthlies, sport (including *True*), and "general class."

This last group, "most nearly like *Sports Illustrated* in advertising," he explained, "includes *Esquire*, *Holiday*, *The New Yorker*, *Newsweek*, *Time* and *U.S. News & World Report*. *Time*'s sheer size (two million circulation as compared with, say, *SI*'s 620,000) might eliminate it. But we felt that the group would be undervalued without it."

From 1950 to 1955, these six "general class" magazines (minus

and the four "weeklies" were down 762 pages.

In other words, while home service, women's and general weekly magazines were losing a combined 1,557 pages, and sports and fashion magazines were gaining a combined 467 pages, the six "general class" magazines—in addition to setting the pace in circulation growth—provided, as a group, the great bulk of all advertising page gains in magazines since 1950.

(Individual books in several groups, showed substantial gains. The 10 which added 100 or more advertising pages each in this period were: *U.S. News & World Report*, up 1,905 pages; *The New Yorker*, up 1,007 pages; *Life*, 582 pages; *Charm*, 428; *Newsweek*, 415; *Family Circle*, 164; *Outdoor Life*, 160; *The American Home*, and *Field & Stream*, 106 each, and *Holiday*, 104. Four of these, however, are among the six which Dick Neale calls "general class," and two others are devoted to active sports.)

In dollar advertising revenue, between 1950 and 1955, the big mass "weeklies" gained 41.5%; home service magazines, 36.5%; women's, 33.7%; and sports, 32.3%—while the "general class" books added 77.4%. At the same time the revenue of the general monthlies declined 22.8%.

Magazine Advertising Bureau estimates that in the next five years combined circulation of all magazines will grow 20% and their combined advertising revenue 40%.

At the same time total consumer expenditures are variously estimated (by Twentieth Century Fund, J. Walter Thompson Co. and Industrial Commodity Corp.) as expanding 17%, 25% and 29%.

Dick Neale told *Sports Illustrated*'s meeting that "63% of all U.S. luxury income (or money available to buy other than bare necessities) is now in the hands of 4% of all U.S. families." Even so, *Fortune* estimates that the "luxury market" will expand by 1960 from the present \$35 billion to \$50 billion.

Already boasting a circulation with a median family income of \$9,500, the new *Sports Illustrated* has set out to make the most of the trend toward "luxurious leisure."

The End

AN AD CAN BE SO STRONG IT'S WEAK

You look over the new ad the boys bring in for OK.
It's a strong ad.
It has *force*.
Boy, that's telling 'em!
You start to put your OK on the ad. You even grin as you think
what old Snods, your biggest competitor, will say when
he sees this ad . . .
. . . "whoa", you say, and you pull back.
Are we advertising to Snods, or to our prospects?
How will this "strong" ad strike the men who have the job of
selecting the best product in the field for their particular
purposes? Will they, in their search for facts,
dismiss this as mere brag?
What do you want *them* to say when they've read your ad:
"It just can't be that good!"
or "That sounds worth looking into—I'll bet it's even
better than they say."
The only ad that is really strong is the ad that is believed by the
people who count—your good potential customers.

THE SCHUYLER HOPPER COMPANY
12 East 41st Street, New York 17, N. Y.

Number 4 of a series we think needs to be written, even if we have to do it
ourselves. Our business is to create advertisements, sales aids, handbooks
and manuals that help our clients sell by helping *their* prospects buy.



16 Sales Executives Answer:

House Accounts: Bad Policy Or Good Business?

Here's what they say:

- Majority are of the opinion that house accounts hurt the morale of salesmen.
- Most companies that have a general policy against house accounts make occasional exceptions.
- The exceptions mentioned fall largely in the areas of bid business, products manufactured under license for a customer's further resale, odd cases involving other-than-normal channels of distribution, non-standard and specially engineered products, mail order accounts, and problem accounts.

T. G. MURDOUGH
President,
American Hospital Supply Corp.

We do not have a firm policy against house accounts, but, generally speaking, accounts are assigned to a salesman with few exceptions. Where we do have such accounts, they are serviced by salaried staff men.

I feel that house accounts make dissatisfied salesmen and hurt morale if they are accounts that have been built up by the salesman and then taken away.

In our industry, our feeling is that where you have a central purchasing agency, such as Armed Services Medical Procurement Agency, City of New York, and similar agencies where pretty tight specifications have been written and the low price gets the business, there is justification for creation of a house account.

R. H. ECKHOUSE
Vice-President, The Formfit Co.

We do have house accounts, and they are serviced by our divisional sales managers, our sales manager, and our vice-president in charge of sales.

In our case, our house accounts are

a natural evolutionary growth. Originally they were accounts handled by our divisional sales managers when they were salesmen covering a territory. As a man was promoted to divisional manager, he normally gave up a good part of his territory, retaining only a few key accounts which then became house accounts. With practically no exceptions, the salesmen were satisfied because the policy was evolutionary.

In addition, as the divisions were made and the sales managers appointed, the men in the surrounding territories who worked under the division managers received a fair number of additional accounts (ones the manager gave up), so the men actually benefited.

We believe in house accounts, although we think our salesmen might, in many cases, actually secure more business from house accounts than do our divisional sales managers. The manager is rushed for time and in some cases perhaps does not give the house accounts the service they might have received were they handled by a regular salesman. Furthermore, the incentive on house accounts is not as strong as it is when an account is handled by the regular commission salesman.

We feel our policy has two advantages: It helps to cut the cost of our management overhead, as part of the manager's salary can be offset by the commission we might normally pay

a man for handling his own accounts. And more important, we have found that our sales managers get more selling ideas when working with their own accounts than they do when working with their salesmen's accounts. Also, because each person in the sales department has some accounts of his own, our salesmen can't tell their managers they don't know what is going on in the market place.

S. W. ROOT
Sales Manager, W. P. Fuller & Co.

Our branch of our firm follows this policy on house accounts:

Bid business, low in gross margin, is taken as a house account since a salesman is not usually involved and the margin does not provide for a salesman's compensation. This is true of most Government business.

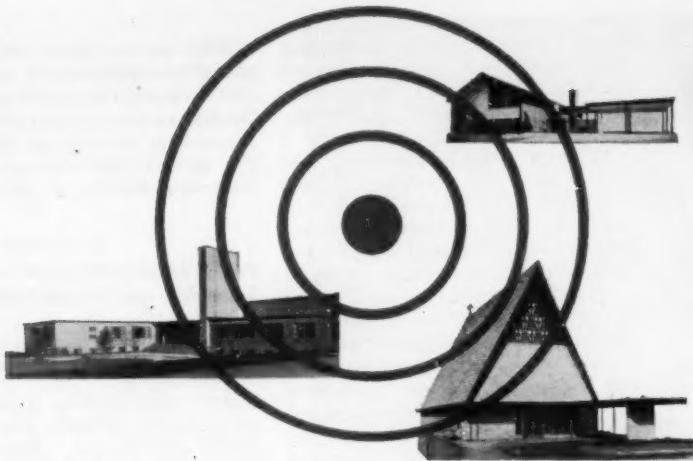
Certain other corporation business is kept as house accounts for the reason that it must be handled entirely by a department head or an executive, with no salesman involved. These accounts are usually the ones that require kid-glove handling. Sometimes this handling is necessary because of credit problem, or because the type of business involved is known only to a department head who has been familiar with the situation for many years. Sometimes these accounts are headed by people who have no confidence in personnel unless there has been a long-standing acquaintanceship.

KASSON B. LUNT
Sales Promotion Manager,
Sterling Electric Motors, Inc.

Our company has a firm policy against house accounts.

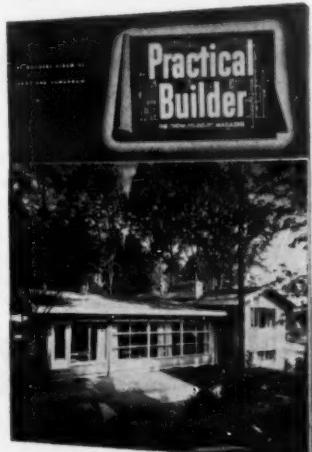
This has been in effect ever since the establishment of our field sales organization almost 30 years ago.

I cannot think of any instance where special servicing of a house account by home office men would have added to volume or improved



A shifting target! That's the light construction industry! It's never in a state of fix; always in a state of flux. It changes complexion and characteristics from year to year. The man who built 54 houses last year may build only 12 houses this year... plus a factory, a store and his remodeling jobs. The man who last year did only modernizing work may this year build 14 houses, a bowling alley and other light commercial or industrial jobs. And you find building where you find people: in big towns, small towns and in-between. There, too, is where you find builders. How do you reach this shifting target? Through the magazine that hits these builders where they live... **practical builder** The magazine that, for 20 years, has scored one bull's-eye after another.

The one trade magazine in its field that sticks to its last ...and lasts longer with both reader and advertiser!



...of the light construction industry

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Publishers of Practical Builder, Building Supply News,
Building Material Merchant and Wholesaler, Ceramic Industry,
Brick and Clay Record and Masonry Building.

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This Membership Directory will greatly simplify your work in connection with the distribution and storage of merchandise. It gives the name and location of each member, along with pictures of the facilities. It also supplies information concerning finances, types of storage, floor space, general facilities, insurance contents rate, and special services. To get your copy, simply return the coupon below.

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Detach and mail to:
JOHN TERREFORTE
American Chain of Warehouses
250 Park Avenue, New York, New York

the customer relationship in the long run. As a matter of fact, we very carefully channel all negotiations through the sales office serving the territory.

Where, in the interest of expediency, direct correspondence is handled with a customer, confirming copies are always given to the appropriate district office. It is this most important salesman-customer relationship that lets the customer know he can get the right answers promptly, and lets the salesman know the home office will back him up as long as he acts in our best interest. Failure to back up salesmen gives them the uneasy feeling that if they develop a repeating customer, the house account policy might be invoked. This would certainly build the most unsatisfactory type of district-home office relations.

If we were to manufacture under license a product for a customer's further resale, this would not be regarded as an established part of the Sterling line and thus it would not be for sales through our established marketing channels. This is the only circumstance under which I would imagine the home office would conduct negotiations directly with the customer rather than handle it through a district office.

WILLIAM H. KIEFFER
General Sales Manager,
Ciba Co., Inc.

The house account problem seems to me to revolve about both the industry or industries to which products are sold, and the make-up of the sales organizations selling the products.

For example, in our branch of the chemical industry—essentially the sale of dyes—we do have house accounts. Generally speaking we would never have more than a few.

In our business we sell certain products to other manufacturers of similar lines. These are not handled through the regular sales force. It is also customary to have a few dealer arrangements, which, again, are not handled through the regular sales force. Of all our regular customer contacts, however, 99% are handled through our salesmen. There are times when, because of intercompany relationships, some business might be handled as a house account . . . this is especially true at the beginning of such contacts. After development, it would be quite conceivable to turn these over to the regular sales force.

The use we make of house accounts has never caused any dissatisfaction among the regular sales group. So far as service goes, such house accounts as do exist are handled by the general sales manager or some immediate member of his staff.

W. L. BAUMNER, JR.
Sales Manager, Pioneer Salt Co.

Our policy has always been against house accounts.

Any worth-while account that comes to the company unsolicited is turned over to our salesmen to investigate thoroughly. We try to find out if the new account is a prospect for other chemicals, and in what volume it purchases.

However, small accounts which do not justify the expense of calls are made house accounts. Government business which originates from various agencies and from various locations is handled by the salesmen. The reason for this is that Government business usually requires the time of a trained sales individual to learn all conditions and obtain all the pertinent information.

L. D. MANDELL
Vice President,
Sales, Kritzer Radiant Coils

The subject of house accounts is generally a sore point so far as a company's field representatives are concerned.

It has been my experience that most companies do have house accounts in one form or another, and just like all the other problems of sales management, they are always going to be with us.

Our company has no firm policy either for or against house accounts, but we do have one rather important account in this category serviced pretty generally by the Engineering and Production Departments rather than by the Sales Department. This has caused some dissatisfaction among a few salesmen, but generally they have understood that the resale efforts by this account have not been in direct competition with their own.

Our philosophy is that the company cannot prosper unless our salesmen prosper, and we do not want to take any steps which would impair their earning power. In fact, all our efforts are directed to help them in this regard.

Where a house account sells in a different field or to a different class

of customer, we can see no harmful effects to a company's own salesmen. So far, at least, we have been able to prove that point to the salesmen's satisfaction.

FRED J. LEHNERTZ
General Sales Manager,
James Lees and Sons Co.

The house account question cannot be answered on a "for or agin" basis. The sales structure of any business must be taken into consideration as should the location and size of the house account; the service time needed to retain the account; whether the sale is on a one-time or continuing basis.

If a manufacturer distributes through his own sales organization on a national scale with complete coverage of both large and small trading areas, there is little or no reason for house accounts. If, on the other hand, a situation arises that is different from the normal procedures of distribution, but could conceivably effect changes in distribution, it might be wise, on an experimental basis, to treat the customer as a house account for a limited time.

House accounts who use identical merchandise under the same brand name in an area serviced by a territory manager (the salesman) cannot help but affect the attitude of the salesman toward his company. It would require a complete and understandable justification for the account to change this condition.

Our sales management is "agin" house accounts as such, preferring to service all accounts through our capable territory managers.

R. H. SCHELLSCHMIDT
General Sales Manager,
The Porter-Cable Machine Co.

Our company has a firm policy against house accounts.

The only exceptions are private label accounts of which we have only three: Sears, Roebuck & Co., one in Chicago, and the U. S. Government which is sold through a special Government representative. Sears is handled by me personally, the Chicago account by our Central Zone manager. The pattern hereafter will be to handle such private label accounts as we may acquire through the zone manager in all cases, but we do not anticipate having more than a small number.

Something
goes into
this box
besides
napkins....

NATIONAL FOLDING BOX
COMPANY DIVISION
FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.

FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.; PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.



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THE FARGO FORUM

Morning • Evening • Sunday

Represented Nationally by Kelly-Smith Co. and
Northwest Daily Press Assn.

FARGO, NORTH DAKOTA

We do feel definitely that house accounts hurt the morale of salesmen.

We believe that house accounts are justified in only those instances where they cannot otherwise be sold, and when the volume is significant to the over-all welfare of the company.

Government business is placed strictly on a bid basis, salesmanship in its usual sense being pretty much a negligible factor, and the material bought by the Government is scattered so widely around the country that it would be impossible to assign territorial credit on any logical basis.

W. M. YOGERST
Sales Manager,
Bodine Electric Co.

Our company has always been against house accounts.

We do not feel it is good for the morale of our outside sales force to take choice accounts in their territory as house accounts. Then, too, we do not feel that we could ask them to do anything for us in connection with a house account. With our setup it would be rather difficult to service house accounts throughout the country from the home office. Our line invariably requires considerable engineering application work which makes home office handling of large accounts rather impractical.

B. A. TUCKER
Peerless Pump Division Sales Manager
Food Machinery and Chemical Corp.

Most accounts deserve active, competent and aggressive sales coverage. That sort of coverage cannot be given by a hit-and-miss activity that might be carried on by an executive or representative in the home office. It can only be carried on by salespeople who are depending on sales for at least a part of their livelihood.

There are some sales to the Government, or through general contractors, where the actual sales credit to the salesman covering the account is only a percentage of the total sale. Most such sales are largely the result of special engineering, non-standard products, and specifications that require a tremendous amount of technical and manufacturing assistance. Such sales are usually in large amounts, and even a small percentage of the sale is of considerable benefit to the salesman.

In our opinion house accounts are usually a source of considerable dis-

satisfaction to salesmen. A successful sales organization has to have complete confidence in management, and the establishment of house accounts tends to lessen such confidence.

I could imagine a situation where we might be interested in building a special product for a particular application in which the Engineering Department would design a completely new product, and it would be manufactured to specifications. The sale would be negotiated by management, much on a job shop basis. Under such circumstances the salesman would not participate in the arrangement.

CLARENCE B. NOELTING
Executive Vice-President,
Faultless Caster Corp.

We do not have house accounts. I would assume that if a salesman were called upon to service a house account and received no remuneration for it, the human side of the salesman would enter into the situation and the account would not get much service. If the house account were a volume account, I believe the salesman would be inclined to have some resentment about it. He would think that he should have a little of the "cream."

CARTER H. LESLIE
Leslie Welding Co., Inc.

On the product line we merchandise under our trade name, we have a firm policy against house accounts. However, this policy does not apply to products made for distribution under another brand name.

We are certain that house accounts make dissatisfied salesmen, particularly with manufacturers' representatives, with whom we deal. The only condition under which we think house accounts are justified is where another brand name is involved.

J. J. McKEON
Vice-President and Gen. Sales Mgr.,
The SoundScriber Corp.

We do not generally approve of depriving hard-working salesmen of business, no matter what the magnitude. Our largest national accounts which have continuing purchasing

programs on SoundScriber equipment are handled either through our branch offices or through our dealers, and in turn by individual salesmen who realize their commissions on all sales.

Our Government picture is underwritten by the company to the extent that we maintain a fully staffed office in Washington whose prime objective is to secure more Government business, and our dealers and branch offices are happy to underwrite to a very small degree the activity of this office for the additional business it produces nationally.

I personally feel that house accounts create dissatisfied salesmen, as I have sold under just such circumstances.

Basically our philosophy is that our business cannot go wrong if our salesmen are allowed their fair opportunity to make money. House accounts are often called justified by reason of the size of the account and the assumed inability of an individual man to handle it. If such should truly be the case, I still believe that the salesman has a role in further selling and keeping the house account sold and should share proportionately in income from such an effort.

E. C. WAHL
Sales Manager, Seal Division
Gits Bros. Mfg. Co.

Our company has a firm policy against house accounts.

Although the type of product we manufacture and sell for use in original equipment installations requires sales engineering effort over and above what the average manufacturer's representative can accomplish, we believe that the manufacturer's representative serves a useful purpose in all sales calls up to a point where additional technical assistance is required from one of our home office engineers. Therefore we depend on the representatives to perform all of the preliminary sales work through their territories, and do not restrict their operations in any way.

We feel that income earned from large accounts which many companies prefer to hold out as house accounts becomes an incentive for the representative to carry on an effective sales effort. In our line of business we decided that house accounts would result in dissatisfied salesmen and that it would also lower their morale.

There are occasions when we are working on new business which requires that our sales engineers perform more sales effort than our ter-

ritory representatives, it would appear on the surface that a certain account should be classified as a house account. In the long run, we find that once our sales engineering effort is completed, the representative can continue to service the account to everyone's satisfaction.

To have our highly trained sales engineers calling on purchasing people merely to discuss the status of orders, or to solicit possible new business would be a misapplication of their efforts. We feel that this phase of selling new business and conserving old business should be in the hands of a salesman or representative who covers the territory in question.

THOMAS R. HENDERSON
Director of Sales,
Household Division
Hamilton Manufacturing Corp.

Our company has never established a policy in writing, or even through discussion, on house accounts. But it is significant that we have not had a single house account since this company became the Hamilton Manufacturing Corp. in January 1946.

Just 30 days ago we contracted with a manufacturer's agency to represent us in the solicitation of Government business. Although no contracts have been secured at this early date, when they are it will mark the first time that bonuses or commissions will not accrue to one or more members of our own sales force for business secured. This, then, will mark our first experience with a house account.

Our reason for establishing Government business as a house account is that commissions or bonuses to our own sales personnel would be over and above the compensation paid the manufacturer's agent, plus the fact that we have not the slightest idea at the present time about the potential sales volume on which to base a sales quota and subsequent bonus arrangement. We feel that these are the only conditions under which house accounts are justified, for to our way of thinking they do lower the morale of a sales force.

We have three divisions in our company, and our house account business will be handled by our inside sales staff under the direction of the sales manager of the division under which the products of any Government business that may develop fall.

The End

Looking for an **INCENTIVE AWARD?**

INLAND GLASS WAFFLE SET

New, interesting twin servers for melted butter and syrup, sauces, gravies or any liquid that should be kept hot at the table. Copper or platinum trimmed with matching warmers. Retail at \$5, price maintained.



See us for dozens of other
idea items

Premium Division.
Club **CLUB ALUMINUM
PRODUCTS CO.**
1250 West Fullerton Ave., Chicago 14

Looking for a **CONTEST PRIZE?**

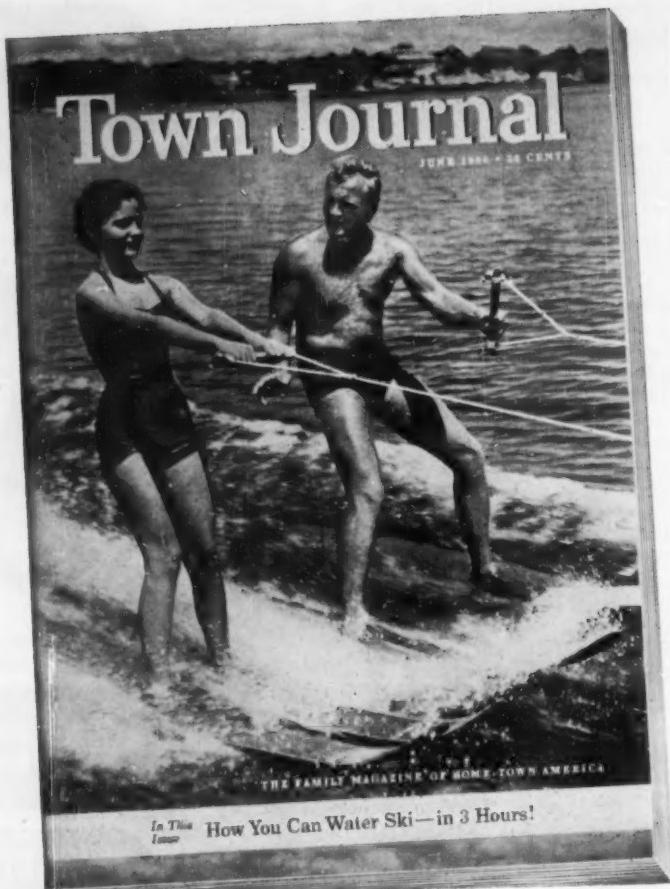
MODERN GRIDDLE

Homemakers fall in love with this contemporary square-shaped heavy cast-aluminum griddle. Retail at \$5.95, price maintained.



See this and dozens of other
idea items

Premium Division.
Club **CLUB ALUMINUM
PRODUCTS CO.**
1250 West Fullerton Ave., Chicago 14



TOWN JOURNAL

to be on sale in more than 5000 I.G.A. stores



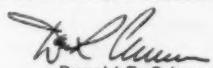
"TOWN JOURNAL suits us to a 'T'! It is tailor-made for the folks who live in the communities we serve—the kind of folks who have built I.G.A."

"We think it is most important to have a magazine that is designed for the family first, and not just designed to be sold through super markets."

"Today, more than ever, we must cater to the interests of the whole family. With more and more shopping being done by husbands and wives, a magazine which appeals to the whole family offers a big advantage."

"Based upon our experience in test areas, we are convinced there exists a ready market for more than 300,000 copies of TOWN JOURNAL per month through I.G.A. stores."

"We expect to have complete distribution through all I.G.A. divisions by late summer and are hopeful that the publishers of TOWN JOURNAL will find it possible to deliver in excess of the 200,000 copies per month promised by that time."


Donald R. Grimes
President, I.G.A.

Starting with the June issues . . .

TOWN JOURNAL's subscription circulation—now more than 2,000,000—will be substantially augmented through "newsstand" or single copy sales in I.G.A. stores, one of the world's largest food-retailing organizations.

Approximately 80% of the more than three and a half billion dollars of sales made last year through stores served by I.G.A. wholesalers was accounted for by countryside families! TOWN JOURNAL, edited for countryside families, is a "natural" for I.G.A. . . .

and I.G.A. is a natural outlet for TOWN JOURNAL. Now TOWN JOURNAL will achieve single copy sales exactly where it belongs . . . in the American countryside.

TOWN JOURNAL has wide appeal to both men *and* women. In fact, that's one of the things I.G.A. liked *most* about TOWN JOURNAL. Best of all, this magazine, and this magazine only, is edited to serve and interest the kind of folks who account for the major part of I.G.A. sales . . . *countryside families!*

How big is I.G.A.?

It's big! Today there are more than 5000 full-fledged I.G.A. stores serving the American countryside, and President Donald R. Grimes expects that number to double within seven years. It's big enough to require all four of TOWN JOURNAL's regional editions—Eastern, Central, Southern, and Western—to cover I.G.A. store circulation needs each month.

All I.G.A. stores are individually owned by the men who operate them . . . local owners . . . most of them countryside people.

The initials I.G.A. stand for Independent Grocers Alliance, an organized group of owner-operated retail food stores. The idea was conceived 30 years ago by J. Frank Grimes, founder and first president of I.G.A. Originally, Mr. Grimes signed up 75 stores to try his plan of centralized purchasing and hard-hitting merchandising.

The I.G.A. plan unites major units of food distribution—the independent retailer, the independent wholesaler, the manufacturer and the farmer.

How big is TOWN JOURNAL?

It's big! It's *the* family magazine of home-town America, published monthly by Farm Journal, Inc., and currently subscribed to by more than 2,000,000 families . . . and it's growing fast.

TOWN JOURNAL serves and sells the countryside as nothing else can. It reaches and helps the millions of families with billions of dollars to spend in this "big half" of the American market.

TOWN JOURNAL "fits" this market in manner, mood and tone. Its articles match the readers' living situation; its variety appeals to the whole family and to the many different interests of each individual reader. In short, TOWN JOURNAL is a how-to-live-better magazine for countryside people, edited by

men and women who understand them, genuinely care about them, and really want to *do* something for them.

People like to read advertising in magazines

TOWN JOURNAL

The Family Magazine of Home-Town America

Published Monthly By Farm Journal, Inc.

Washington Square, Phila. 5, Pa.

Graham Patterson, Publisher • Richard J. Babcock, President



COOK'S TOUR (below) . . . But it's sales these Heinz sales trainees are learning to brew. Heinz sends the boys through its plant, familiarizes them with the high quality of company products, then (left) gives them on-the-floor experience building displays in employee's training store.

57 Varieties of Sales Training Pays Off in Heinz's New Plan

. . . under its one-week, concentrated sales training plan—in its successful second year—H. J. Heinz Co. has cut sales personnel turnover one-third . . . created among salesmen "a sense of belonging" . . . cost only \$139 a man.

H. J. Heinz Co. is just starting the second year of its training course for new salesmen at the home plant in Pittsburgh.

Since May 1955, 124 Heinz salesmen have attended 12 one-week programs. Results are coming into clear focus:

1. Turnover of salesmen, which goes hand in hand with sales accomplishment, has been cut one-third.

2. Salesmen have shown tangible results after a week of concentrated training. One "graduate" sold more of our products the first day back on the job than he had in any previous week before his training at the home office. Others, generally, have shown substantial increases in their sales volume.

3. Salesmen have returned to their territories with increased confidence and ability to overcome "problems" created by hard-to-sell customers.

4. Learning to talk on their feet

at the training sessions has enabled "graduates" to lose their reticence and take a more active part in sales meetings in their branches.

5. The course has created a "sense of belonging" among our salesmen. It has sold Heinz as an institution comprised of people, not just mortar and stone. We feel it has kindled a spirit of fellowship that will be hard to extinguish even on the darkest selling day. After completing the course one salesman wrote that "the hospitality from everyone made us feel we were part of a fine family."

The new program, restricted to those who have completed three months with Heinz, has made a substantial change in the training program at Heinz. Previously a newly hired salesman went through the first-day routine of filling out our employment forms—and spent the rest of the week in training with the branch manager or district super-

visor at the local branch office. The second week he spent in the field with the supervisor.

Under this system the new man was instructed in the handling of problems which he himself had not yet encountered. Both the solution and the problem were purely theoretical.

Under the present system the new salesmen are given one day for indoctrination at the sales-branch level. Then they go out for nine days in the field with either the branch manager or the district supervisor. Ten weeks of field work—alone—follow.

During that period they run into most of the problems they will encounter during the rest of their selling careers. They meet the conservative grocer who's afraid of overstocking. They find the big supermarket chain that stocks some, but not all, of Heinz products. They meet the grocers who argue that the profit per



unit on our products isn't high enough.

They become conversant with sales language and sales frustrations. At that point we're ready to help them get over the hump.

At the end of this 10-week period the branch manager appraises carefully each new salesman to determine whether his progress and potential warrant the expense of sending him to Pittsburgh for the one-week training course. A manager may decide to postpone this additional training for 10 weeks, or even 20.

Managers don't look just for selling skill in new salesmen. Their attitude toward trade, toward business, their ability to get along with people, willingness to learn and eagerness to do a good job are carefully considered.

The training course is a five-day period. Sessions are held from 8:15 a.m. to 5 p.m. daily. Trainees are paid full salary and expenses while they're in Pittsburgh.

We have established specific objectives:

1. To equip new salesmen with the best available methods, procedures and techniques of selling.
2. To increase the efficiency and productivity of the individual salesmen.
3. To lower sales costs, improve profits and reduce turnover.
4. To save time of managers and district supervisors.

We don't consider that this program relieves the branch manager of the responsibility for developing, training and keeping together an effective sales force. It is designed to help the manager; it gives him the added responsibility of choosing only those men who, through actual performance, have demonstrated the qualities that will make them successful and worth additional investment by the company.

Training films, plant tours, case studies, role playing and product sampling are basic elements of the week's course.

Classes are limited to 12 men. We believe that classes with fewer than seven are too small for open discussion and that classes with more than 12 are too large for adequate individual attention.

Classes are held in a conference room. Normally the only person in the room other than the trainees is C. A. Harwood, sales training administrator. During the week a number of company officials are brought in—the advertising manager, product managers, sales promotion manager and other executives. However, visitors to the class are held to a minimum because we don't want participants to feel they are under constant observation by home office personnel.

In the room are displays of all the famous Heinz products: hot dog relish; the "57 Varieties" including relishes, dill pickles, tomato juice and

baked beans; soup, ketchup, baby food assortments; the Heinz soup kitchen, hot lunch kitchen and electric bean pots used by our hotel and restaurant trade. Advertising banners and brochures are prominently featured.

These displays emphasize one of our principal objectives—to teach salesmen how to get maximum space for Heinz products in stores and how to display them properly.

Case study and role playing are probably the most important methods we use in the course.

A salesman reads a case study, an account of an actual situation which has confronted one of our salesmen. Let's say it's about a grocer who argues that he makes less profit on a bottle of Heinz ketchup than on a competitor's product.

We allow the men to think about the case study for a few minutes, then Harwood asks one of them how he would meet the obstacle. Then he asks another. We try to keep the sessions informal, letting ideas come from the men themselves.

The salesmen assume the roles of the grocer and the Heinz salesman. The man portraying the grocer is prepared with certain objections and the salesman must know how to answer them. During the week the salesman learns how to overcome objections by sampling the products, watching films and participating in the open discussions.



THE TABLE AND THE TASTING... C. A. Harwood (above) presides over a case study discussion on grocery sales problems for a Heinz sales training class. The boys get down to cases—tomato soup in this case—with a demonstration of the correct sampling techniques (right) for store uses. "Lady, taste this delicious soup!"



As told to Alvin Rosensweet

BY J. D. SCOTT,
General Sales Manager, H. J. Heinz Co.

whatever
your
position



ELBE FILE & BINDER CO., INC.
America's Most Complete Source of Loose Leaf Products & Sales Presentations
FALL RIVER, MASS.



For easier selling —
better training —
greater meetings

Replaces blackboard. Uses large, modern paper pads. This versatile all aluminum easel is also equipped for large cardboard charts or turnover charts. Strong yet light in weight. Folds in a jiffy for easy portability or storage. Thousands in use by big business—everywhere. Other models available.

Write for free 16-page illustrated catalog.

ORAVISUAL COMPANY, INC.
Factory—Box 607, Sta. A St. Petersburg, Fla.



THEY BABY THE CUSTOMERS. J. D. Scott (l), general sales manager of H. J. Heinz Co., and Harwood, administrator of the firm's sales training program, with a typical shelf display of baby foods.

Since salesmen aren't actors, some of the trainees are disturbed when they're told they're to have parts. A salesman from Illinois wrote the company that he had dreaded role playing but once it began he found it interesting and instructive, that it brought out weaknesses and strong points of each salesman. Constructive criticism follows each salesman's performance; the trainee thus learns where he could improve his presentation.

We stress that a salesman must recognize the type of grocer he's trying to sell—some gruff, some clever, some too busy to see him. Salesmen are taught to sell the interview by showing grocers our advertising brochures, visual aids which tell the story of our products, and point-of-purchase material which stimulates sales.

We help salesmen to develop a complete selling technique—opening an interview, developing and holding the customer's interest, closing the sale, getting distribution, introducing new products, getting shelf space and position, selling the use of our advertising, selling store promotions, gaining the confidence of a customer and getting new customers.

At the end of the course, each salesman is awarded a certificate of attainment.

Sales trainees who have seen Heinz soup in cans now see it in stainless steel kettles and watch it move from there to cans, shipping cases, warehouses and grocery stores. Heinz is

no longer a plant many miles away. It is something real.

Based on our first year's operation, the cost per man for the one-week course is \$139—a figure which includes transportation as well as fine hotel accommodations and meals. The company is host for a "class" dinner on one evening of the five-day program; entertainment—a stage show or sports event—follows. Thus far, the program has been confined to branches east of Denver.

We use several follow-up methods. Managers maintain constant supervision of the trainees in their own branches. Harwood goes out into the field with many of the men after they have returned home, watching them in actions as they sell to grocers.

All "graduates" are asked to write an account of their experiences and submit suggestions for improving the course. These suggestions are studied and adopted where practical.

Reaction is overwhelmingly good. Salesmen have written that:

1. They feel closer to the company.
2. They received a concentrated, comprehensive program equipping them with sound tools that can be used in everyday selling.
3. They learned to overcome grocer's objections.
4. They learned to organize their work and gain confidence in selling.
5. They came away with heightened product knowledge.

The End

Coming Soon

A comprehensive article on an often-neglected marketing area

THE MIDDLE MARKETS OF AMERICA



suburban sales just scratching the surface?

Woman's Day gives you concentrated circulation to dig into the suburban market

In the 19 metropolitan markets that gross over a billion dollars in sales, WOMAN'S DAY gives more suburban readers for your ad dollar than any of the four senior women's service books*. This chart, showing comparative standings of these magazines, illustrates that fact in actual figures.

Why is WOMAN'S DAY out in front? Our unique distribution method explains it. WOMAN'S DAY is sold only in the A&P to A&P shoppers. As A&P opens store after store in the suburbs, WOMAN'S DAY automatically goes along. The more suburban customers for A&P, the bigger the suburban audience for WOMAN'S DAY. It all adds up: to sell the growing suburban market, put your selling message in WOMAN'S DAY—the magazine with growing suburban readership. *Sales Management

CIRCULATION OF MAGAZINES IN THE 19 METROPOLITAN COUNTY MARKETS
OF A BILLION \$ SALES OR MORE

Magazine	Total U.S. Circulation	Billion \$ Markets Circulation	% Total U.S.	Suburban Circulation	% Total U.S.
Good Housekeeping (February 1954)	3,496,050	1,344,440	38.4%	667,741	19.1%
Ladies' Home Journal (March 1955)	4,559,523	1,660,246	36.4%	797,190	17.5%
McCall's (March 1952)	4,141,264	1,261,484	30.5%	556,635	13.5%
Woman's Home Companion (February 1954)	4,118,047	1,287,736	31.3%	686,694	16.7%
WOMAN'S DAY (November 1955)	3,437,809	1,464,263	42.6%	767,417	22.3%



woman's day

Make and sell appliances?

How're you doing in Iowa?

You'll find an interesting answer to this question in this current report on the appliance business in Iowa. Rather than a compilation of statistics, it is a cross-section of comment from men who best know the condition of the appliance business in Iowa—Iowa's appliance dealers.

We visited with them, and their fellow business men—auto dealers, department store managers, lumber dealers, contractors, bankers, real estate agents—in 22 Iowa communities ... from the Mississippi on the eastern border to the Missouri river on the west; north to the Minnesota border, south to the Missouri state line.



We got answers to questions like these: How do sales in the first quarter of '56 compare to the same period a year ago? Was '55 a good year? Is the appliance dealer's inventory position changed from a year ago? Are people buying the top of the line, the bottom or in between? Are there plans for store expansion and remodeling?

And we learned some significant things about the Iowa market—why it is a growing market, why purchasing power is increasing at a rapid pace.

THE APPLIANCE BUSINESS IS GOOD IN IOWA

This is the first conclusion, and the only one you can draw from the dealer reports that follow. Why is it good? First of all, the farmer still has the money to buy the things he wants and needs. And he's buying them. Paying



cash in most instances. Equally important, more and more Iowans are taking home weekly paychecks from the many new industries moving into the state. In 17 of the 22 representative towns and cities we visited there were reports of industries recently moved in, moving in soon, or planning to move in within a year. New industry not only in Des Moines and Cedar Rapids, but in the Fairfields and the Boones, too.

Many of the people who work in these factories live in Iowa's smaller towns. Iowans in increasing numbers are commuting to work, in the same way New Yorkers commute from Westchester to Wall Street and Chicagoans daily make their way from Lake Forest to LaSalle. (They never miss the 5:18 because *all* of them drive.) The appliance business is good in Iowa, for good reasons.

'56 TO TOP '55

This was the optimistic forecast of dealer after dealer. Westinghouse dealer Carl Zakeer of Fort Dodge, for example: "Our business in 1955 was much better than in '54 and we expect '56 to be at least 5% better yet." A wholesaler in the same area plans to increase his inventory this year. Sales so far during his present fiscal year are over 8% ahead of a year ago. And he expects business to continue good.

While we waited, watching with interest, the Frigidaire and Maytag dealer in Algona (located in prosperous northwestern Iowa) closed his fourth major appliance sale so far that day. Finding time to talk for a moment, he said he was confident of doing \$200,000 worth of business in and around this town of 5500 in 1956. An Admiral and RCA dealer in Fairfield, down in the southern part of the state, was emphatic: "I'm shooting for more business



in '56 and I expect to get it. A new American Chain & Cable plant is locating here, you know."

GROWING INDUSTRIALIZATION MAKES DEALERS HAPPY

Dave Pidgeon is the owner of a large store, purposely located in one of Des Moines' fast expanding industrial areas—sites of industries like Solar Aircraft, Firestone Tire, Lennox Furnace, Pittsburgh-Des Moines Steel. His aim—"to get the working people who drive by to and from their jobs." In four years he boosted his volume from \$200,000 to \$1,666,000 annually at Pidgeon's Farm & Home Store with 1955 ahead of '54 by 20%. His lines include Motorola, Philco, Admiral, Dexter, Zenith, Youngstown, Amana, Easy, Whirlpool.

Another Des Moines dealer, Earl Holst, owner of Beaverdale Radio and Appliance Service, says: "Business is good if we go out and look for it. Our January sales this year were down and it was our own fault. In February we went out and advertised and worked and had a 50% increase over February '55."



Industrial payrolls are increasing in dozens of Iowa communities, and having their effect on retail sales. In Cedar Rapids—the home of Quaker Oats, Collins Radio, Link-Belt, and many other major industries including a new Square D plant—General Electric dealer Jerry Hasley reports his business at an all-time high—up 10% to 12% during the past nine months.

Harry Waugh, co-owner of Waugh's Appliance TV and Sporting Goods store in Burlington, in good spirits said: "January and February '56 are even with '55. For the first two weeks in March we're 50% ahead of this month last year." Waugh's handle Hotpoint and Easy Appliances and Zenith television. A jump in employment at the Sylvania plant, opening of a new International Resistance Company plant, and a \$1 million Champion Sparkplug plant to be built this year, are among the reasons for Burlington retailers' optimism.

"My business this spring is better than it was last year at this time," says a Maytag dealer in the Southwestern part of the state who depends on the farmer for 75% or more of his business.

HIGH-PRICED MODELS EASIEST TO SELL

While an occasional dealer reported slightly fewer sales so far in 1956, there was unanimous agreement that people want top-of-the-line models with all the latest features. "People want quality and they can pay for it. Low end of the line merchandise is the hardest to move," was the comment of a northern Iowa retailer of Frigidaire, Amana, and Tappan appliances.

A central Iowa dealer felt the answer to competition was quality. He said: "We've found that with the higher priced



merchandise from Hotpoint and Bendix we can often out-sell our competitors even though our prices are higher."

HOW ABOUT CREDIT AND COLLECTIONS?

Most of the appliance dealers we visited did some credit business. They stated that collections were no problem, and many commented that most of their farm customers paid cash.

WE TALKED TO BANKERS, TOO

The banker usually has his finger on the pulse of business activity in the community. Our talks with bankers bore out what the merchants told us. Business is good in Iowa. "No problem at all on loans," said the head of one of the medium sized banks in the state, "our installment loan business is increasing and it's of better quality." R. M. Wilson, Vice President of the Security Savings Bank in Marshalltown commented: "We have about a million dollars in personal loans and collections are normal. We also carry farm machinery paper purchased from implement dealers and aren't having any problem with it either."

BUILDING BOOM

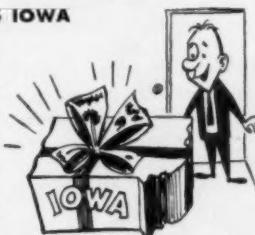
The building boom in Iowa, keyed to the state's industrial growth, is another good omen for the appliance dealer. A dealer in Maquoketa, population 4300, where a new addition of 200 homes (a 14% increase in housing) is under construction this spring, puts it this way: "When people buy new homes they buy appliances, too." Why a 14% increase in housing in Maquoketa? One good reason—the Clinton Machine Company, manufacturer of gasoline engines, now employs over 2000 people. Of course even the town's big increase in housing won't take care of them all. They live in the surrounding small towns and villages, up to 50 miles away. They're commuters.

PROOF OF CONSUMER PURCHASING POWER

As you can see by now, the appliance business in Iowa is in healthy condition. Of course, the inefficient retailer is hurting, just as the mediocre operator in any business has his troubles. But there is plenty of proof that the Iowa consumer has dollars to spend, dollars from industry and agriculture—and the aggressive appliance dealer is getting his share of those dollars.

ONE MEDIUM DELIVERS IOWA

How do you reach Iowa consumers—all of them—with your advertising message? How do you most effectively sell to the rich Iowa market? One medium and only one medium delivers this market as a package for the national advertiser . . . the Des Moines Sunday Register. With well over 500,000 circulation, the Sunday Register reaches two out of every three Iowa families. Total readership is in excess of 1,310,000. The Sunday Register coverage of Iowa is broad and deep. You'll find it the one efficient way to get the business that's waiting for you in Iowa. An urban market ranking among America's top 20 cities.



DES MOINES REGISTER AND TRIBUNE

An "A" schedule newspaper in an "A-1" market!

Gardner Cowles, President

Represented by:

SCOLARO, MEEKER & SCOTT
New York, Chicago, Detroit, Philadelphia

DOYLE & HAWLEY
Los Angeles, San Francisco

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Rockford, Ill.: A series of individual fact pages originally mailed to the advertising and retailers mailing list of the *Rockford Morning Star* and *Rockford Register-Republic*. It is the second largest market in Illinois outside Chicago, with 38,000 families in the ABC City Zone. Home ownership is 66.1%—16% above national average. The heart of a 13-county (10 counties in northern Illinois and 3 in southern Wisconsin) market area, its ABC Retail Area population is 441,222. It is the screw products capital—nearly 200 million units produced every day—and the second largest machine tool city—more than 36 plants. In all, there are 412 manufacturing establishments, employing 36,750 persons, producing more than 1,000 different products. Per family income is \$6,351; per capita sales, \$1,800. Retail sales rank second in Illinois outside Chicago. Write to William Klusmeier, Promotion Manager, *Rockford Morning Star* and *Rockford Register-Republic*, Rockford, Ill.

Industrial Advertising: Three booklets published by McGraw-Hill Publishing Co., Inc.: *Keying Industrial Advertising to Your Sales Resistance* reports the result of a survey among industrial salesmen. It indicates major sales resistances, suggests what companies can do to help reduce obstacles and tells how salesmen use company advertising. *How to Gain Maximum Impact from Your Advertising Dollar* offers practical and

basic suggestions for the industrial advertiser with a budget problem. It explains the importance of impact and concentration. *Correlating Your Advertising Appropriation* offers a method of comparing significant economic changes since 1940 with today's advertising appropriation. Write to Walter Persson, Promotion Director, McGraw-Hill Publishing Co., Inc., 330 W. 42nd St., New York 36, N. Y.

The St. Paul Market: Report of the 10th annual consumer analysis published by *The St. Paul Dispatch-Pioneer Press*, which reveals that 23.3% of St. Paul's families have \$7,000 and over annual income. Three years ago it was 11.9% and last year, 18.9%. Included are 10-year comparisons in brand preferences, buying habits and family characteristics. For example, 10 years ago 66% of the families owned an automobile. Today nearly 90% are car owners, and nearly 17% own more than one car. Home ownership hit an all-time high of 81%. Ten years ago 60% owned their homes. A large section of the report is given over to data on individual products and brands. There are more than 175 product classifications, 22 of them new this year. The survey points up that a sudden big jump in consumer acceptance, usually associated with new products, can also happen to a familiar "staple" item. For example, one brand of household sugar jumped from 8%

preference a year ago to over 20% this year, a strong second position. The increase is attributed mainly to an intensive educational campaign stressing quality. For the full report, write to Thurman W. Sallade, National Advertising Manager, *The St. Paul Dispatch-Pioneer Press*, St. Paul, Minn.

Sales Builders: A discussion of incentive programs and the challenge they offer to progressive management faced with the necessity to enlist greater employee support and cooperation in attaining sales or production objectives. Prepared by Maritz Sales Builders, it explains why and how incentive programs produce above-average performance from average employees—what makes them tick; defines "incentive"; describes merchandise awards and travel incentives; tells how to promote an incentive program. Write to Bill Burton, Vice-President in Charge of Sales, Maritz Sales Builders, 4200 Forest Park Blvd., St. Louis 8, Mo.

Television Survey conducted among *Farm and Ranch* subscribers in the South. Data cover ownership (including make) of TV sets; buying intentions; viewing habits of set owners and sponsor-identification. The findings reveal that only 36.7% of the families surveyed own TV sets and 17.1% plan to buy a set within a year. There are also statistics from the 1955 Census of Agriculture, showing farms with TV sets. Of the total farms in the South, 24.5% have TV sets, compared with 45.7% in the other 33 states. Write to Charles M. Anderson, Vice-President *Farm and Ranch*, 318 Murfreesboro Road, Nashville 10, Tenn.

to Sell The Kansas farmer

PUBLISHED BY CAPPER PUBLICATIONS —
LARGEST AGRICULTURAL PRESS IN THE WORLD

Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

Buy the **Kansas Farmer**

There are 27,150,000 households in the U.S.
with 3 or more persons living in them . . .



and 29.1%* of all households with 3 or more persons
are reached by an average issue of **LIFE**

In no other medium can an advertiser start with so large a share of the market and be sure he's getting it. This is one of the good reasons why advertisers of food and food products, for example, spend more of their dollars in LIFE than in any other magazine. LIFE's total audience of 26,400,000† weekly is larger than that of any other magazine.

*Based on: *A Study of the Household Accumulative Audience of LIFE*, by Alfred Politz Research, Inc.

†*A Study of Four Media*, by Alfred Politz Research, Inc.

COLOR...

As a Sales Maker: It's Getting Bigger Every Day

The range of rainbow hues now seen in both style and utility products is not a passing fad . . . it's an expression of a basic trend in American taste and American living. Sales managers must learn to use it—and live with it.

BY RUSSEL WRIGHT

A manufacturer friend of mine, concerned with the rash of color that seems to have broken out in all directions, recently asked me if I thought color was here to stay. "It is not only here to stay, it is here to grow," was my reply, which just about sums up my feelings about color in American life today.

Never have the American people been so appreciative of, and sensitive to, color and I am convinced that this appreciation and sensitivity will continue to grow and mature. Never again will we be so dead to the warmth and vitality that color can give to our daily living.

In spite of all the digs and kidding the motor car industry has taken as a result of the rainbow hues with which it has emblazoned its products, I believe its efforts in this direction are a milestone in American merchandising and American culture. Not only the auto makers, but all the manufacturers who are contributing to the present national show of color, are helping to educate the American people to a broader acceptance of color.

About 1930, I helped formulate a questionnaire for one of the first surveys on color preferences in interior decoration. It was taken among women all over the country. It revealed the predominant living room and dining room color to be cream. No other color could approach it in popularity. Bedrooms were done

chiefly in pink or blue. Today, wall colors seem to be limited only by the paint manufacturers' skill and enterprise.

Everything used to be bought to match, in home furnishings as well as in fashions—and, of course, to a large extent still is. But look around you and you find that people are exhibiting a growing and inquiring interest in analogous colors, such as blue and green, and complimentary schemes, as blue and orange.

People are becoming sensitive, too, to texture in relation to color. They used to try to match colors in all textures regardless of the inherent character of the material. The trend today is to get as much glamor as possible out of a particular substance through colors most compatible with its nature.

No, color in America today is no fly-by-night fad. Any manufacturer who thinks so is making a big mistake. In kitchen appliances, upholstery, dinnerware, clothing, house paint, and a dozen other things—as well as motor cars—the demand for color in all combinations is going to grow. So my advice to any manufacturer is to make color as much a part of his business as good design.

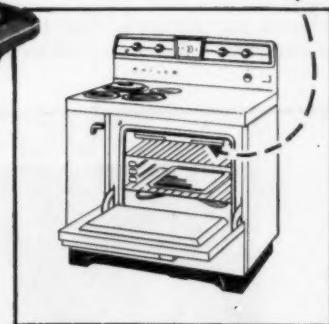
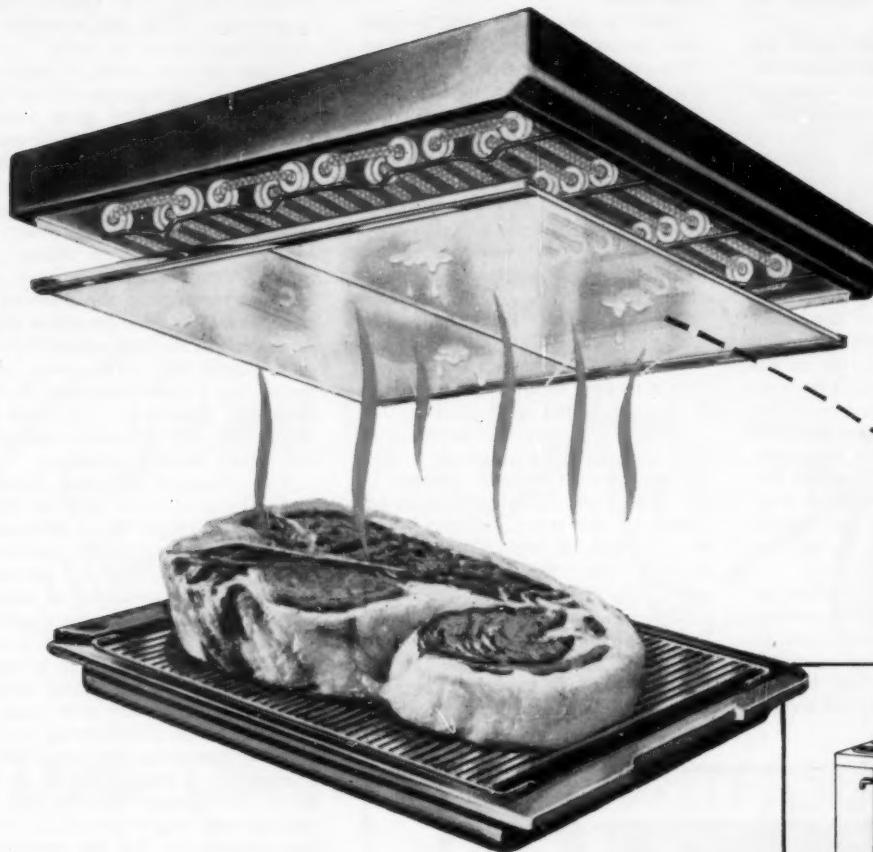
What is particularly important to understand is that the boom in color is a manifestation of a new popular emotional sensitivity to color. Color today is not the same to the average

American as it was, say, 20 years ago. Colors have entirely new values, new meanings. Color used to be evidence of prejudice and class-conscious symbolism. Dark colors were considered conservative, respected by people of class and taste. Bright colors were loud and vulgar. The intrinsic value of color, the vibrations that color sends out to make or break a mood, were not appreciated to any great degree.

People used to get stuck on one color, too, for no apparent reason other than tradition, social convention or just plain inertia. Remember the days when the blue serge suit was almost a tribal custom?

But color is not static today. It is alive and dynamic. It has definite meaning and a definite purpose. Black in a motor car is different from what it was 20 years ago. Then it was just conservative. Today it is chic. It is high fashion. In clothes, cars or home furnishings, black has a character and a value of its own in the color scheme of things. It is being used primarily to set off brighter and bolder tones to produce an over-all vibrant effect. I should not be surprised if the combination of black and white becomes one of the most popular color schemes for automobiles in the near future.

A realization of color as the new dimension in modern design and its tremendous sales potential is spread-



Philco gets a sales advantage from 2 pieces of glass

(How can glass help sell for you?)

Broil the thickest, biggest, juiciest steak you can get in a Philco range.

The steak sizzles but you won't have to throw open windows and doors and push the fan to "high" to get rid of smoke.

Two inexpensive panels of PYREX brand glass shield the broiler element. They let the heat through and keep the splattering fat from burning on the hot wire.

You'll be able to easily clean the broiler, too. Slip out the PYREX panels and do them with the other dishes without heavy scouring.

These two PYREX panels give Philco a sales advantage. They add a trifling amount to costs and provide mountains of merchandising value to you.

A PYREX brand glass may be able

to give you important edges in performance, appearance, assembly and sales. It's that kind of material. Tough, loves heat, keeps looking new and has a name nearly everyone knows—and admires.

Let's get together. From a session with our glass specialists could come your industry's next sales-shaking event. And it would be all yours.



CORNING GLASS WORKS, 38-6 Crystal Street, CORNING, NEW YORK

Corning means research in Glass

ing rapidly throughout American industry. The motor car industry may be the most dramatic example, but it is by no means alone.

In the past two or three years kitchen appliances have undergone a major transition. Frigidaire came out with colored refrigerators and General Electric Co. has applied a generous palette to practically all its appliances. Seventeen percent of all G-E major appliances are in color, and it is estimated the figure will be over 50% in a year or so. Predominant shades are pink, turquoise and yellow in order of consumer popularity. G-E has found an enthusiastic acceptance for its colored appliances and plans to expand production as far as the market will absorb them. The company is stepping up its advertising and merchandising of tinted products in the belief that color will eventually replace the traditional all-white kitchen. It maintains a research staff that explores color from every angle in an earnest effort to come up with good answers to color problems.

The color revolution in kitchen appliances and decor brings the cooking center into the decorating focus of the entire household. Mix and match schemes for appliances will become as important a decorating feature for

the kitchen as they have for rugs, draperies, walls and furniture in the other areas.

Color is now being used to make wall fixtures a part of home decor. Minneapolis-Honeywell Regulator Co. has come up with its color spot thermostat, a circular fixture three inches in diameter which features a detachable plastic cover painted or prepared to match or harmonize with a room's decor. The company is also marketing the first major style change in electric wall switches—a push button device with a detachable plexiglass frame behind which are four colored cardboard inserts that can be used interchangeably. Or you can add your own colored inserts if you wish. G-E is making excellent progress with a line of colored wall clocks.

Telephones, too, are becoming a part of home furnishings, as witness the six decorator shades offered by the New York Telephone Co. in addition to the standard black. You have to wait, of course, to get your favorite color; the demand is quite great.

Color in dinnerware, in which I had a pioneering hand almost 20 years ago, has been extended in the last few years to paper plates. Sales have skyrocketed, indicating that peo-

ple are transferring their modern indoor dining color schemes to their outdoor living. As George Gobel might say, "You can't hardly get white paper dishes no more."

From my own work, I might cite an outstanding example of the sales building potential of good color in the furniture field. In the full year of 1949 Schwayder Bros. sold 65,000 of their Samsonite outdoor chairs which were offered in a number of styles. At that time the standard colors for outdoor furniture were orange and green. One chair was redesigned and, taking advantage of the growing interest in high fashion decorator shades for home interiors, we added five new tones—coral red, dark green, chartreuse, aqua and turquoise. In less than four months in 1950, that one chair sold over 250,000. And it is still selling as well as ever.

Such examples of color successes could be multiplied several times over, but, of course, there are notable failures, too. One recent conspicuous example, which shall be nameless, was the noble experiment of colored television receivers. A poor choice of palette is the explanation and it only highlights the urgency for scientific color research by competent people. Color must be tackled as seriously as any other phase of industrial production and marketing. In fact, it might even command extra attention in this period of relative newness and its rapid growth as a major factor in the keen competition for the consumer's dollar.

To determine what colors are likely to sell requires a combination of painstaking research, constant observation, a thorough knowledge of color values, and a minimum of hunch playing. The esoteric theories about color cycles and color trends are unsound and misleading. Color patterns develop in specific ways and they can be charted, analyzed and actively promoted.

General Electric, for example, has color stylists who keep the closest watch on fashion. They go regularly to the theater, the opera, the races and wherever people of all sorts congregate, and study who and how many are wearing what. They are always on the lookout for the smallest sign that a certain color or shade is destined, with a little push perhaps, to become a hit. This activity is only one phase of G-E's color research, the kind of research that prompted the company to promote turquoise into nation-wide popularity.

All color experts watch closely for any clue in the current color trend that may indicate the possibility for a new color or variation—whether a



A LEADER IN HIS FIELD

Russel Wright is one of the pioneers of industrial design in the United States. A founder and past president of the Society of Industrial Designers, he is known chiefly for the development of modern decor and informal living in the American home.

Twenty-five years ago he created a line of spun aluminum informal serving accessories and stove-to-table ware and launched a whole new trend in smart but functional and casual living. He claims a number of "firsts" in design approaches to wooden serving accessories, sectional sofas, solid wood modern furniture, modern dinnerware, portable and midget radios. He was ahead of his field in designing expressly for a mass market and he harnessed the great potential of American mass production techniques to do it. To American industry he taught that design pioneering can pay off and that good design is an invaluable aid to merchandising mass-produced consumer products.



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

- ✓ MORE BUYING POWER HERE
THAN IN ALL OF COLORADO*
- ✓ NOT COVERED BY LOS ANGELES
AND SAN FRANCISCO NEWSPAPERS

Take a look at the brands making real headway in California. You'll find the leaders have hefty backing in the *inland* market. They use strong schedules in this self-contained area's favorite newspapers, the three Bee newspapers. Together, these three newspapers give you coverage *in depth* of inland California.

* Sales Management's 1955 Copyrighted Survey



- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE

McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

certain tone is veering to the light or the dark or what color family is finding special favor and with whom. They will then crystalize their conclusions—and this is the hunch-playing aspect—and cautiously try out a new color to see what happens.

In my own business we keep a quarterly sales record on 18 different clients in such diverse industries as fashions, motor cars, dinnerware, luggage, upholstery, furniture, draperies, table linens, glassware and floor coverings. We chart color preferences on the total number of products, and individually, and according to the class of merchandise.

Thus we always have a complete record of color popularity and indications of trends before we select colors for a new line. New selections will include not only those colors which are enjoying and are likely to enjoy favor, but also one or two new ones slipped into the line on the basis of clues provided by research. That is how we came to include pink in the line of Iroquois china two years before the color swept the country and later increased the sale of the dinnerware by 50%. And that is how a new shade of green recently came into the Iroquois line. It's too early to know whether large numbers of prospects will like it.

But while new colors from time to time should be judiciously introduced,

NOW USING COLOR...

Growing awareness of the selling power of color has resulted in these well-known products adopting a color dress within the past year or two:

TYPEWRITERS: IBM and Royal introduced color range.

MAJOR KITCHEN APPLIANCES (especially refrigerators): General Electric, Frigidaire and others.

SMALL KITCHEN APPLIANCES: Westinghouse.

CLUB ALUMINUM: Waterless cooker line now featuring porcelain coated colors.

GRISWOLD: Old American cast iron now being enamel colored.

THERMOSTATS (and light switches): Minneapolis-Honeywell.

TELEPHONES: Started in New York, now spreading across country.

SCHOOL FURNITURE: Samsonite.

TOOLS: Induction motors by National Pneumatic Co.

BATHROOM SCALES: Decorator colors by Borg.

many of the old ones, if wisely selected in the first place, will find public favor for years and save many a manufacturer the headache and expense of changing his line. The color line for the Samsonite outdoor chair has required no change in the six years the line has been out. Regular sales surveys prove it. Six of the original colors in the American Modern dinnerware which came out in 1937, are still going strong.

For the most parts, color trends

get their impetus from top designers in various fields. In fashion, for instance, an important fountainhead of colors, the inspirations of a Christian Dior will make everyone sit up and take notice—other designers as well as the public. In the business of color everyone watches everybody else, and everyone watches the market. I brought out a blue in my new dinnerware on the strength of the outstanding success of the new Dior blue.

Once in awhile a new color will really pop, but generally it takes a couple of years to catch on. In fashion, color takes hold quickly; in home furnishings more time is required. The reputation of the designer is also a factor.

But even experts "goof" once in awhile. I'll confess a flop of my own in 1945 when I tried to push black as a high fashion color. Others brought it up again in 1953 and 1954 and made a big thing of it.

Of course, knowing which colors are acceptable and which will become acceptable is only part of the solution of the color problem. Any color has to be considered in relation to the shape, texture and kind of product. What goes for one thing may not go for another. A color that looks fine in dinnerware may be deadly on upholstery or luggage.

Class of merchandise is another major consideration. New high fashion tones which may be successfully introduced at the top level would fail dismally in the volume market. Generally speaking, high fashion colors are pretested at the top before seeping down through the middle-class and mass markets. It's only common sense to insert into a volume line only those colors which show the best possibility of gaining the widest popu-



THE USUAL ORANGE AND GREEN for outdoor furniture was supplemented six years ago when Russel Wright added five new shades—coral red, dark green, chartreuse, aqua and turquoise—to a new lawn furniture design for Samsonite.

lar appeal. On that basis I slipped turquoise into du Pont's vinyl plastic upholstery line, but it took a year to come into its own.

The problem of differences in regional tastes is narrowing considerably and does not have to be taken too seriously. The continuing and increasing nation-wide promotion of color and color schemes in all fields is rapidly breaking local prejudices.

Yes, color, as every phase of business, involves risk. But bringing as much talent and imagination as possible to color work will cut down the hazards. In addition to the problems I have already noted, there are other pitfalls, chiefly in production and merchandising.

The right shade of a color is most important. There are literally hundreds of shades of charcoal gray, for example, and careless production of an off-shade may be ruinous. Some manufacturers may fall in love with a color patch that, when seen in larger quantities, turns out to be something less than attractive.

A company may build a lot of stock on a current best seller for the volume market, then along comes a small competitor who brings out a color that pops and cleans up.

Danger: Fickle Fashion

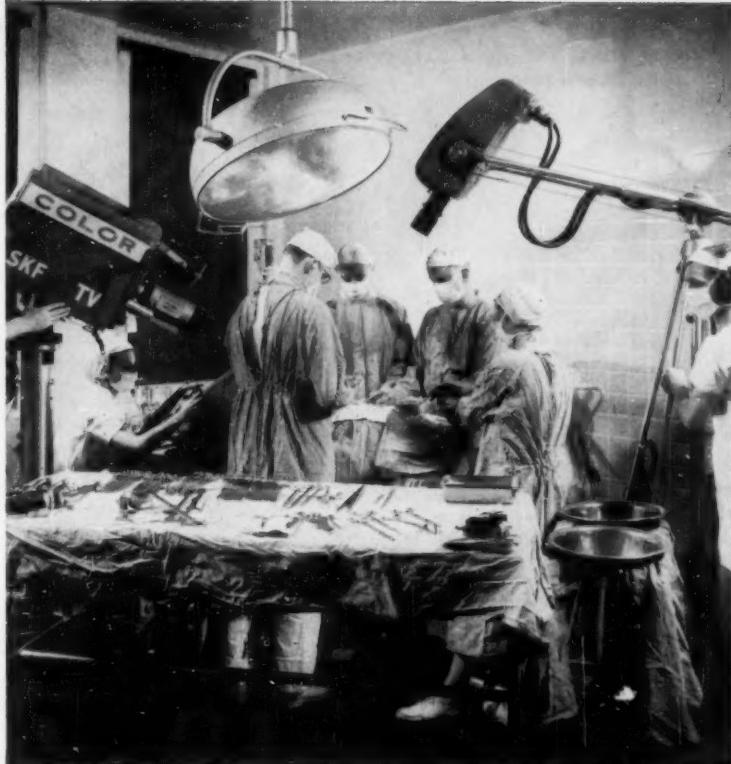
Another danger: Lack of care in production may cause a perfectly good and fast-selling shade to go bad. Then again a popular color may suddenly take a nose dive and leave an overstocked manufacturer holding the bag.

Risk or no risk, color is one of the biggest factors in merchandising today. The smart manufacturer will learn how to cope with it, promote it, and make money on it.

Public color tastes are being educated and stimulated more and more by good full-color advertising. The magazines and movies are pitching in with an increasing show of color on their own. But probably the biggest source of color inspiration will come from color television.

This medium will in the near future bring to the intimacy of the average home the splendor of color in everything—fashions, home furnishings, appliances, decoration. The opportunity will be there for color stylists in every field to present an array of smart colors to the American people morning, noon and night and inculcate a practical appreciation of color values that will lead to greater beauty and satisfaction in their daily lives.

Yes, color is really here to grow. Let's make the most of it. The End



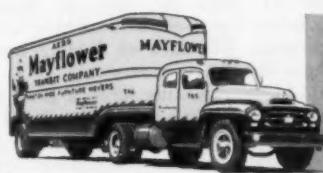
Operation Moving Van . . .

► No, the doctors are not operating on a moving van. But an Aero Mayflower moving van has been helping the doctors learn operating technique since 1949 by moving over 20,000 pounds of color television equipment throughout the United States and Canada for closed circuit television programs. Mayflower has been handling this delicate equipment for the pharmaceutical house of Smith, Kline and French of Philadelphia.

Mayflower moves similar fragile shipments safely every day. Your precious household goods, or the goods of your personnel will get the same expert handling, the same gentle care. For the safe, easy way to move long distance, call your local Mayflower agent.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



**AERO
Mayflower**
NATION-WIDE
FURNITURE MOVERS

America's Finest Long-Distance Moving Service

**USING ADVERTISING AS A SALES
TOOL—No. 30 of a Series**

GROCERY TRADE ADS—the link between Gerber and consumers—restate the parallel goals of both producer and dealers.

BY JOSEPH H. BAGLEY,
Vice-President-Gen. Sales Mgr.
Gerber Products Co.

Says the Man Behind the Sale: "Ads with Ideas Are Good Salesmen"

A sound idea has a way of pervading a business enterprise and uniting all elements toward a common goal. How well does your advertising copy reflect your sales policies?

Question: What is most important in selling a product?

Answer: Selling an *idea*.

That, briefly, is the reason I have selected the advertisement shown here as one of Gerber's most effective sales tools. It appeared in March issues of major grocery publications, and I think you may be surprised at what a work horse this ad—and others on the same team—turned out to be.

HOW YOU CATER TO THE YOUNG-MOTHER CUSTOMER	HOW GERBER CATTERS TO THE YOUNG-MOTHER CUSTOMER
Variety	Variety
Through a wider selection of brands and variety of products.	By keeping abreast of pediatrician's desire for greater variety. 5 varieties in 1928. Over 70 in 1956.
Quality	Quality
By offering familiar quality brands... and your insistence on high standards for meat, produce and other perishables.	Processing under exacting standards, from pick-of-the-crop produce not ordinarily available to the young mother.
Convenience	Convenience
Well-planned, easily identified departments... neat shelf arrangements... make for quick, easy selection. Added customer services: efficient checkouts, carry-out service, spacious parking facilities, etc.	Considerable time is saved through use of commercially prepared baby foods so the mother can devote more time to baby.
Economy	Economy
Through lower prices... consistent good values.	Improved production efficiency keeps today's baby food cost stable... much less than the shelf price 25 years ago.
Confidence	Confidence
By setting and keeping the highest standards throughout your organization.	The Gerber Baby has become the accepted standard of fine quality in baby foods.

*Babies are our business...
our only business!*

Gerber
BABY FOODS
FORTDETROIT MICHIGAN

4 CERTELINE • OVER #5 STRAINED
8 JUNIOR FOODS INCLUDING MEATS

In talking to retail grocers, through business papers, we have geared our advertising to carry out our sales theme of "Selling by Helping." Our trade ads offer store management practical ideas so that they can serve their customers better.

Just what is the *idea* in this ad?

It is quite simple: The young mother is the grocer's most important customer, for both practical and psychological reasons. The young mother buys more, and she continues to buy even more as her family increases. She therefore creates the volume that is basic to a successful retail food operation. The young mother is most receptive to the new, the improved. She appreciates—demands in fact—variety, quality, con-

How to keep from getting bored with your own advertising

Everyone is usually enthusiastic about a new campaign.

The sales idea seems sound, the approach good, the format powerful, the copy alive. "Best campaign we've ever had," everyone says.

Then succeeding ads in the campaign begin coming through. First in layout. Then art. Then brown prints. Then proofs. Then pre-prints. And finally in the publication. Did you ever stop to think how many times you see each and every ad?

At first the only evidence of boredom is a lack of expressed enthusiasm. But then there are murmurs, faint but growing louder. "Wonder if we don't need a fresh approach?" "How about a change of pace?" It builds up into a kind of pressure that too often bursts forth in the form of a decision:

"Let's do something different."

So the campaign is dropped. It is dropped in spite of a fact so well-documented and so often repeated that it has become a cliche: *By the time an advertiser is thoroughly fed up with his campaign the buying public is just becoming really conscious of it.*

And along with the campaign are dropped all the cumulative values it may have built up: readership, impact, recognition. The new campaign must start from scratch.

This is obviously wasteful, but it happens all the time. How do you prevent it?

We know of one very practical method. It is based on common sense, it is simple, and it works.

First, in advance of a campaign, provide for *evaluating the results*. Your yardstick will, of course, vary with your campaign and its objectives—inquiries, readership, direct sales, etc.

Second, *watch results carefully from ad to ad*. Is the trend up or down?

Third, (and this is extremely important) keep everyone concerned in your company *informed about results*.



If results are good, there will be very little agitation for "something new and different." *It is very difficult to get bored with success.*

If results are bad, the campaign *ought* to be dropped. Either way, you're making your advertising dollars work harder. You're investing them not on the basis of internal company opinion, but on the demonstrated reactions of potential customers.

And it's only *their* votes that can be tabulated on the cash register.

**Marsteller, Rickard,
Gebhardt and Reed, Inc.**
ADVERTISING

NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

JOE BAGLEY...

... was one of Gerber's first salesmen. He joined the company in 1931, three years after Gerber Baby Foods were introduced. Prior to that time he had operated a food brokerage business in Salt Lake City with his brother Ross.

By 1932 Bagley had earned a promotion to assistant sales manager in Gerber's home office in Fremont, Mich. He served in this capacity until 1935, when he returned to the food brokerage field in Los Angeles. When Gerber opened a district office there in 1939, Bagley became its manager.

He served there until 1947, when he was appointed general sales manager of Gerber. He was named a vice-president in 1954. Bagley is also a director of the company and of Gerber-Ogilivie Baby Foods, Ltd., of Canada. He is president and director of Gerber Products Inter-American Co.

Bagley is a member of the Midwest Merchandising Committee of the Grocery Manufacturers of America, and the Asparagus Club, honorary organization in the grocery field. He is a member of the Fremont Chamber of Commerce.

... and Gerber

Straining vegetables for babies is a nuisance, decided Mrs. Dan Gerber in 1927. She took her problem to her husband, and his father, Frank Gerber, who operated a small fruit and vegetable canning plant in Fremont, Mich.

That was the beginning of Gerber Products Co. In 1928 it began to market five strained foods: vegetable soup, peas, prunes, carrots and spinach.

The company now offers more than 70 varieties of strained and junior foods, including cereals, fruits, vegetables and meats.

Sales for the year ended March 31, 1955 totaled \$86,712,342.

venience, economy, integrity. If one grocer does not meet her standards, she will shop elsewhere.

In short, the advertisement tells the grocer that he should cater to the young mother, and it shows, first, what he can do himself and, second, what Gerber can do to help him.

We scheduled this ad in March issues in an effort to get across this basic idea in advance of National Baby Week (April 28 - May 5), the most logical time of the year to attract and win the good will of young mothers. We wanted to presell gro-

cers on the advantages of participating in a national, store-wide promotion which is heavily backed by Gerber and other food and baby needs companies.

This ad, then, was our first step toward the successful promotion of Gerber Baby Foods during National Baby Week.

Step No. 2 came in April, when our grocery advertisements encouraged retailers to conduct their own in-store promotions during Baby Week. The ads also pointed out that Gerber was ready to help by making

available a wide variety of point-of-purchase and advertising materials free of charge.

Finally, of course, the Gerber salesmen called on grocers and to help in taking stock of baby needs, setting up displays and offering other promotion suggestions for a yearly event designed to convince young mothers that their grocer is interested in them and their babies.

Gerber consumer advertising helps to attract young mothers into groceries during Baby Week by spotlighting the promotion on The Bob Crosby Show (76 CBS stations) and Miss Frances' "Ding Dong School" (82 NBC outlets); in five store-distributed magazines and seven other women's publications; in 122 newspapers in major markets; with radio spots in 17 market areas.

Does this approach work? Does selling ideas also sell products? The answer is an unqualified "yes," regardless of what yardstick is applied to it.

These are some of the results that Gerber has been able to measure:

1. Gerber sales have more than doubled during the past five years. Gerber's increases have been well ahead of the rest of the baby foods industry.

2. Through the direct efforts of the Gerber sales force, an estimated 10-12,000 super markets participated in the 1956 Baby Week promotion. Naturally, these stores used Gerber display and advertising materials and featured Gerber products.

3. Independent research has shown that industry sales hit their highest peak of the year during the period in which Baby Week occurs.

Of course, no ad or series of ads could possibly accomplish all this alone. Product, management, sales organization, distribution system — all are important factors.

But an idea—a sound idea—has a way of pervading a business enterprise and uniting all elements toward a common goal.

At Gerber, that idea is *selling by helping*, and that is why I believe ads like the one I have discussed are such good salesmen.

The End

COMING SOON

How Toro Sells
The Suburban Market



top hat white tie and SALES

Here is manpower motivation READY TO GO TO WORK FOR YOU—glamour in a workshirt—fits your sales goals like a glove. It's Belnap & Thompson's big, new 1957 Deluxe Prize Book . . . a white-tie approach to your salesmen that makes them eager to trade extra sales effort for merchandise prizes.

Packed into this Prize Book is the *incentive power* of more than 1700 universally-wanted, nationally-advertised items—prizes your men have always wanted! Planned for the entire family it's your most effective tool for building sales. This B & T Prize Book, coupled with B & T Services, are your finest tools to power your next sales incentive campaign.

Please send
immediately
FREE
1957 Deluxe
PRIZE BOOK
(No obligation of course)

Just clip this to your company
letterhead and mail today for
your FREE B & T Prize Book.



Belnap & Thompson, Inc.

106 S. Wabash Avenue • Chicago 3, Illinois

A COMPLETE INCENTIVE SERVICE • 21 OFFICES COAST TO COAST



SMALL-TABLE CONFERENCES between manufacturers and distributors characterize ARMI conventions. Man-

facturer gets 15 minutes with each distributor he requests to see. The scene was Los Angeles' famed Coconut Grove.

Person-to-Person Conferences Make ARMI Conventions Unique

Manufacturers, who are associate members of the American Rack Merchandisers Institute, can see almost all their distributors at one meeting; short, private sessions are set up with each one for discussion and/or order taking.

An unusual convention program has been devised by one of the nation's youngest trade associations, The American Rack Merchandisers Institute (ARMI). Service distributor members of ARMI, who merchandise housewares and related non-foods in a majority of super markets in the U.S. and Canada, offer this program to their "associate members," the non-food manufacturers.

Here is how ARMI's "Person-to-Person Executive Conference" works:

1. Each associate member requests appointments with five distributors. (These are the decision-making heads of the distributing firms.)

2. Fifteen minutes is allowed for each private conference. There are no competitors or telephone calls to interrupt.

3. The manufacturers may discuss anything from actual sales, packaging problems to personnel who represent the manufacturers. "It's your conference. You can sell us or consult us," the distributors tell their associate members.

Results: The first program took place last July at ARMI's eastern regional meeting at Atlantic City.

Says one manufacturer: "It would cost me hundreds of dollars to visit distributor members of ARMI all over the country. Here, in one room, I met with distributors from all parts of the country, and Canada. It is the finest and most unusual program any organization can offer."

How do distributors like the conferences? Institute president, Philip N. Kane, vice-president, Rawson Drug and Sundry Co., Oakland, Cal., says: "Distributor members believe that the super markets we service benefit most from these conferences. Advice we offer to manufacturers on packaging and point-of-purchase materials ultimately aids our program for the super markets. With better packaging, with more point-of-purchase material, the products we distribute move faster, and all benefit from increased sales." **The End**

Forty associate firms were represented.

In October at ARMI's western meeting in Los Angeles where the second conference was held, 120 associate firms obtained appointments.

The conference was offered again at the institute's fifth national convention in January 1956 at Chicago's Sheraton-Blackstone Hotel. More than 200 presidents and sales managers—five times the number participating in the first program—were on hand for the day-long conference.

TALKING to one of ARMI's 275 manufacturer members, Distributor Philip Kane, president of the institute, gives his views on a vexing sales problem. Talks are private: no telephones jangling, no office interruptions.





FIRST in the nation*

in total
Food advertising

The Miami Herald

has led the nation for 7 consecutive years Published 4,723,704 lines — almost 2000 pages—in 1955

In Retail Grocery lineage The HERALD leads Miami's 2nd paper by more than 2 to 1.

The Miami HERALD is carrier-delivered to practically every home in Greater Miami...and influences more than any other single medium the buying action of the rich Gold Coast... 1,100,000 permanent population plus a bonus of 3 million tourists yearly.

The Miami Herald

John S. Knight, Publisher

Story, Brooks & Finley, National Representatives

ZOOMING FOOD SALES
\$352 BILLION IN '55

That's the size of Florida's Gold Coast grocery basket—from Fort Pierce to Key West...saturated and dominated by The Miami HERALD at LOW COST

In Miami alone, 42 new supermarkets in just 2 years. Supermarkets do 68.8% of the grocery business in Greater Miami

DOUBLE CIRCULATION for LESS COST

The HERALD's 7-day circulation is twice that of Miami's 2nd newspaper and The HERALD's rates per thousand are much lower, too—29% less daily and 40% less on Sunday

RETAIL STORE GROUPS IN PRINCIPAL CITIES*

CITIES	*Allied Stores Corp. 401 Fifth Ave.	*Arkwright Inc., New York 128 W. 31st St.	*Associated Merchandising Corp., 1440 Broadway	*Frederick Atkins, Inc. 11 W. 42nd St.	*Cavendish Trading Corp., 1412 Broadway	*City Stores Co. 132 W. 31st St.	Independent Retailers Syndicate, Inc. 33 W. 34th St.	*Interstate Stores Buying Corp., 111 8th Ave.
Akron	Polksy's	The Hower Corp. The Yeager Co.						Fedorman's
Albany				John G. Myers				
Atlanta		J. M. High Co.	Rich's, Inc.			Franklin Simon		
Austin, Tex.								
Baltimore		Bragg-Eisenberg	Hutzler Bros.	Huchschmid, Kohn	Stewart & Co.	Franklin Simon†		Irvin's, Inc.
Birmingham						Loveman, Joseph & Leib R. H. White Franklin Simon		Yielding's
Boston	Jordan Marsh	Gilchrist Co.	Wm. Filene's Sons	R. H. Stearns Co.				
Bridgeport	Read's	Howland, D. G. Co.						
Buffalo		Hens & Kelly		Flint & Kent	The William Hengerer Co.	Oppenheim, Collins Lit Bros.	J. N. Adam & Co.	
Camden, N. J.								Erianger D.G. Co.
Canton		Mackenzie & Jones						
Charleston-S. Charleston		Diamond Store						
Charlotte		Eldred's Dept. Store			J. B. Ivey & Co. Miller Bros. Co.		Effron's	
Chattanooga								
Chicago		Wiesboldt Stores	Carson Pirie Scott	Charles A. Stevens				
Cincinnati	Rollman's		John Shillito	H. & S. Pogue		Franklin Simon†		
Cleveland	Sterling-Lindner-Davis Merchandise-Fashion	Bailey Co.	The Higbee Co.	The Halle Bros.	Miller's, Inc.	Franklin Simon	Kangesser Bros.	
Columbus			F. & R. Lazarus					Luckoff's Mutual Stores
Corpus Christi								
Dallas	Titche-Gessinger		Sanger Bros.	A. Harris & Co.				
Dayton			Rike-Kumler		Elder & Johnston		Johnston-Shelton	
Denver					Denver D. G. Co.		Gordon Stores Co.	

* For membership in small cities, see pages 80, 81, 82, 84, 86 and 87.

† To be opened during 1956.

The Big New York Buying Group: How They Work, Stores for which They Buy

For all who sell to the department store market, here is an up-to-date tabulation of store affiliations. Listings cover membership in the U. S. A. and foreign countries.

Retail store purchases negotiated through New York buying offices are estimated to run up over \$15 billion a year. And they continue to spiral as more and more retailers see the advantages of their services. This major importance of the buying office has been achieved because....

- retail store executives and buyers need expert market advice and services to meet the present-day sharp

competition at the retail store level.

- the rapid change of fashion items makes it necessary for store buyers away from the big city to use the services of New York resident buying representatives who constantly follow through on new styles and ever-changing best sources of supply. The resident buying office assures them of a wider range of styles and better quality at lower prices than individual

store buyers could possibly find in the market without expert assistance.

- a higher rate of turnover is made possible through market representation. Even in staples a buying office gives expert advice on price changes and trends in competition.

- cost of merchandise is many times reduced because the buying office makes it possible to buy directly from a manufacturer, or for store groups to buy specific staples or even fashion items, sometimes placing orders as large as those of chain stores.

- many times styles are developed by resident buyers with the help of store buyers. Specifications are given to a manufacturer to develop. These styles are exclusive to member stores,

RETAIL STORES GROUPS IN PRINCIPAL CITIES*

								CITIES
*Kirby, Black & Co., Inc. 130 W. 31st St.	*Felix Lilienthal & Co., Inc. 33-39 W. 34th St.	*McGreevey, Warring & Howell, Inc. 225 W. 34th St.	*Mercantile Stores Co., Inc. 128 W. 31st St.	*Mutual Buying Syndicate, Inc. 11 W. 42nd St.	O'Shaughnessy, Dewes & Klein 132 W. 31st St.	*William M. Van Buren, Inc. 1457 Broadway	*Charles Wall, Inc. 101 W. 31st St.	Akron
				W. M. Whitney & Co.	Buckhead Dept. Store Yaring's	Regenstein's Peachtree Goodfriends		Albany
{The Hub (The Hecht Co.)	Julius Gutman & Co.	T. H. Williams Harris Dept. Store		The Louis Pizitz D. G. Co.		J. Blach & Sons	Vaughan-Well	Atlanta
Burger Phillips Co.		Parisian's		Conrad & Co.	R. L. Thresher			Austin, Tex.
Sattler's	The Federman Co.			Adam, Meldrum Anderson Co.			Chippewa Town Shop	Baltimore
								Birmingham
								Boston
								Bridgeport
								Buffalo
{People's Store of Roseland	Loveman's, Inc.	Madigan Bros. Goodtime Frock (2)	Kenwood McAlpin Store Co.	The Fair Central States Dept. Stores Mabley & Carew Co.		John T. Shayne	Mandel Bros. Zax Bros.	Camden, N. J.
			The McAlpin Co. McAlpin's Plaza Store Co.					Canton
	Fries & Schulte			Wm. Taylor Son & Co.				Charleston
								S. Charleston
								Charlotte
								Chatanooga
								Chicago
								Cincinnati
								Cleveland
								Columbus
							Bruner's	Corpus Christi
	Perkins Bros. (Morris Stores						Leonard's	Dallas
							The Daniels & Fisher Stores Co.	Dayton
			Joslin' Merchants Park Co. The Joslin D.G.C.					Denver

NOTE—For the following stores lists see pages 79 and 80: B. Altman & Co., Arnold Constable, Best & Co., Bonwit Teller, Federated Department Stores, Inc., Fedway Stores, Gimbel Brothers, Inc., Hahne & Co., Lane Bryant, Inc., Lord & Taylor, Macy's, New York, Marshall Field & Co., The May Department Stores Co., Saks Fifth Avenue, John Wanamaker.

resulting in a reputation for exclusiveness and less price competition.

- expensive delays in delivery are eliminated through centralized buying.

- markdowns on slow-moving items are reduced through centralized buying.

- many times a buying office supplements store efforts to find efficient buying personnel and helps to indoctrinate new buyers and familiarize them with their markets.

- stores are able to get top quality supplies for daily or special-event store use—boxes, bags, gift wrappings and many related items at substantial savings to the store. This is important in controlling operating costs.

- the resident buying office is a convenient place for store buyers to meet and exchange market information and merchandising ideas.

- personal requirements of visiting store personnel are taken care of promptly — train and hotel reservations, theater tickets, etc.

- the individual store buyer benefits in these ways:

While he or she is in the store at home a resident buying office answers requests for information about supply conditions in the market; what styles and prices are available; new resources.

On advice from the store buyer, a resident buyer places new orders, special orders, reorders and sample orders; follows through and checks deliveries; takes care of vendor complaints and adjustments; superintends shipments; determines from other stores represented by the resident buying office the movement of specific items.

When a store buyer plans to come to market, the resident buyer locates merchandise in advance, at the most economical terms and service; checks certain lines in advance of the buyer's arrival; arranges appointments in the resident buying office or in the vendor's showrooms; makes appointments in advance when the buyer

wishes to see salesmen or specific lines; provides sample rooms where the buyer can examine merchandise brought to the buying office by appointment; maintains permanent displays of sample assortments in case it is difficult for the store buyer to go to the vendor's showrooms.

- The reporting services of buying offices to store executives and buyers are invaluable. They include:

Economic forecasts—important in cases of rising and falling markets.

Market data and explanations of special interest items found in the market.

Clinics, meetings and round table discussions to advise member stores of market and retail conditions.

Promotional reports, listing items adapted to seasonal sales.

Model stock plans.

Best-seller information.

Selling reports on the key centers throughout the country.

Special bulletins on seasonal items—market and fashion forecasts.

RETAIL STORE GROUPS IN PRINCIPAL CITIES*—Continued

CITIES	*Allied Stores Corp., 401 Fifth Ave.	*Arkwright Inc., New York 128 W. 31st St.	*Associated Merchandising Corp., 1440 Broadway	*Frederick Atkins, Inc., 11 W. 42nd St.	*Cavendish Trading Corp., 1412 Broadway	*City Stores Co., 132 W. 31st St.	Independent Retailers Syndicate, Inc., 33 W. 34th St.	*Interstate Stores Buying Corp., 111 8th Ave.
Des Moines.....								Hill's
Detroit.....			J. L. Hudson					
El Paso.....							Felix Brunschweig Co. (WhiteHouse)	
Erie, Pa.....		Trask, Prescott & Richardson						
Evansville.....							Schear's Smith-Bridgman	The Evansville Store The Fair Grand Leader
Flint.....								
Fort Wayne.....		Frank D. G. Co.			Wolf & Desauvar Co.			
Fort Worth.....		W. C. Stripling						
Fresno.....		Cooper's						
Gary, Ind.....								
Glendale.....								
Grand Rapids.....	Harpelheimer's	The Wurzburg Co.		Paul Steketee & Sons				
Hammond—E. Chicago.....								
Harrisburg.....	Pomeroy's						Worth's	
Hartford.....							Brown Thompson	
Hempstead Town-ship.....				G. Fox & Co.				
Houston.....	Jeske's of Houston	Leroy Bros. D. G. Co.	Foley's				Wiener Stores	
Indianapolis.....				L. S. Ayres & Co.	H. P. Wassen & Co.			
Jacksonville.....								
Jersey City.....								
Kansas City.....	Peck's				Emery-Bird-Thayer			
Knoxville.....								
Lansing.....					Miller's, Inc.		Knapp Co.	The Knox Lansing D.G. Co.
Little Rock—N. Little Rock.....								
Long Beach.....								
Los Angeles.....			Bullock's	J. W. Robinson Co.				
Louisville.....					The Stewart D. G. Co.	Kaufman-Straus		Jefferson D. G. Co.
Memphis.....		Bry-Block Co.			J. Goldsmith & Sons Co.	Lowenstein's East B. Lowenstein & Bros. Lowenstein's Home Service† Franklin Simon		
Miami.....	Jordan Marsh	Morris Bros.	Burdine's			Richard's 163 3rd St. Store†	Hartley's	
Milwaukee.....				Milwaukee Boston Store Dayton's	T. A. Sherman Co.	Ed. Schuster & Co. Powers D. G. Co.	Bitker Gerner Butrey's	Hill's Dept. Store Freeman Co.
Minneapolis—Mobile—Prichard.....	Danakdson's							
Nashville.....								
Newark.....								
New Haven.....		Shatzberg's, New Haven						Stanley's
New Orleans.....		Mark Isaacs			D. H. Holmes Co.	Maison-Blanche		
New York.....	Stern's			Bloomingdale Bros.			Oppenheim, Collins Franklin Simon	S. Klein
Norfolk—Portsmouth S. Norfolk.....								Paul H. Rose

* For membership in small cities, see pages 80, 81, 82, 84, 86 and 87.

† To be opened during 1956.

RETAIL STORE GROUPS IN PRINCIPAL CITIES*—Continued

*Kirby, Block & Co., Inc. 130 W. 31st St.	*Felix Lilenthal & Co., Inc. 33-39 W. 34th St.	*McGrovey, Werring & Howell, Inc. 225 W. 34th St.	*Mercantile Stores Co., Inc. 128 W. 31st St.	*Mutual Buying Syndicates, Inc. 11 W. 42nd St.	O'Shaughnessy, Deweys & Klein 132 W. 31st St.	*William M. Van Buren, Inc. 1457 Broadway	*Charles Weill, Inc. 101 W. 31st St.	CITIES
Winkelman Bros. Popular D. G. Co.	Davidson Bros.			Crawley, Millner & Co.		Hughes & Hatcher	Younker Bros., Demery's	Des Moines Detroit El Paso Erie, Pa.
	De Jongs			Erie D. G. Co.				Evansville Flint Fort Wayne
	Wm. Hahn Co.				Martin D. G. Co.		King Trunk & Leather Works	Fort Worth
Lennard's	R. E. Cox D. G. Co. (3) Richmond's Fresno D. G. Co. H. Gordon & Sons			Momig D. G. Co.		The Fair	E. Gottschak & Co.	Fresno Gary, Ind. Glendale Grand Rapids
H. S. Webb Co. Vanderwerf's							Alice Jane Dows	Hammond-E. Chicago Harrisburg
Feller's, Inc.				Bowman's Dept. Store Sage-Allen & Co.		Wm. B. Schleisner Store	E. C. Minas Co.	Hartford Hempstead Town ship.
	A. Steiger & Co.							Houston
{Mayer Bros. (White House Stores) Dayan & Co.	Efraymson & Wolf			The Wm. H. Block Co. Cohen Bros.		Sakowitz Bros.		Indianapolis
Field's, Inc.				The Jones Store Co. (2)		Levy's		Jacksonville Jersey City Kansas City
	Dave Lewis Co.				Ira A. Watson Co.	Mindlin's	German's	Knoxville Lansing Little Rock N. Little Rock Long Beach
The Vogue							Mills D. G. Co.	
Walker's Long Beach Gibson Style Shop Ivers Dept. Store	First Street Store			M. M. Cohn Co. Buffums'			cThe Gus Glass Co. Butler Bros.	
				Broadway-Hale Stores	Alpert's Yardstick Stores Silverman's Dept. Store	Switzer's Coulter's	Butler Bros.	Los Angeles
				J. Bacon & Sons			Levy Bros.	Louisville
								Memphis
Byron's Dept. Store	Leonard's Store					Halle-on-Main		
S. & L. Dept. Store	L. Hammel D. G. Co.	Harry's Dept. Store	C. J. Gayfer & Co. The Castner-Knott D. G. Co. Castner-Knott Green Hills Store Co.			Smartwear-Emma Lange	Boutell's	Miami Milwaukee Minneapolis Mobile-Pritchard
Tinsley's					The Harvey Co.	Grace's		Nashville
								Newark New Haven
Charles A. Kaufman	Krauss Co.	Mayer Israel & Co.		Krenge-Newark Edw. Malley Co.		Hamilton & Co.		New Orleans
	Ohrbach's			Mercantile Stores Co.		Kreeger Store		New York
Altshul's		Smith & Welton		Ames & Brownley		House of Arthur Morris	Rice's Fashion Corner	Norfolk-Portsmouth-S. Norfolk

NOTE—For the following stores lists see pages 79 and 80: B. Altman & Co., Arnold Constable, Best & Co., Benwit Teller, Federated Department Stores, Inc., Fidway Stores, Gimbel Brothers, Inc., Hahne & Co., Lane Bryant, Inc., Lord & Taylor, Macy's, New York, Marshall Field & Co., The May Department Stores Co., Saks Fifth Avenue, John Wanamaker.

RETAIL STORE GROUPS IN PRINCIPAL CITIES*—Continued

CITIES	*Allied Stores Corp. 401 Fifth Ave.	*Arkwright Inc., New York 120 W. 31st St.	*Associated Merchandising Corp. 1440 Broadway	*Frederick Atkins, Inc. 11 W. 42nd St.	*Cavendish Trading Corp. 1412 Broadway	*City Stores Co. 132 W. 31st St.	Independent Retailers Syndicate, Inc. 33 W. 34th St.	*Interstate Shares Buying Corp. 111 8th Ave.
N. Hempstead Township, Oakland		Kahn's	The H. C. Capwell Co.				Breuner's	
Oklahoma City, Omaha		J. L. Brandeis & Sons		Thomas Kilpatrick			Goldstein-Chapman	
Pasadena, Paterson, N. J.	Quackenbush	Block & Kuhl		Strawbridge & Clothier	John Wanamaker	Lit Bros., Oppenheim, Collin Franklin Simon	D. W. Klein Co.	Pearl D. G. Co.
Philadelphia				Goldswaters				
Phoenix		Kerrick's, Inc.		Joseph Hurn			Rosenbaum Co.	Pittsburgh Merc. Co.
Pittsburgh		Frank & Seder Champion Stores					Bedell's	
Portland, Ore.		Albert J. Mansmann						
Providence		Olds & King						
Richmond		The Shepard Co.						
Rochester, N. Y.		E. W. Edward & Son	Thalheimer Bros., B. Forman Co.	Sibley, Lindsay & Curr Co.				
Rockford, Ill.		Rhodes Lewis						Rockford DG Co.
Sacramento								
St. Louis			Stix, Baer & Fuller			Scruggs-Vandervoort-Barney		
St. Paul, St. Petersburg	Golden Rule Maas Bros.	Keith O'Brien		Schunaman's				
Salt Lake City						Auerbach Co.		
San Antonio	Joske's of Texas	Wolff & Marx Co.		The Marsten Co.				
San Diego	Jordan Marsh							
San Francisco			The Emporium	City of Paris	Raphael Weil & Co.			
San Jose								
Seattle	Bon Marché							
Shreveport, South Bend-Mishawaka								Grand Leader
Spokane	Ben Marché-Palace			George Wyman & Co.				
Springfield, Mass.				The Crescent Spokane D. G. Co.				
Syracuse	Day Bros.	E. W. Edwards & Son						
Tacoma	Bon Marché	Rhodes Bros.						
Tampa	Maas Bros.							
Toledo								
Trenton, N. J.		Newins-Voorhees					Swern & Co.	
Tulsa		Vandever D. G. Co.					Freug's	
Washington, D. C.		The Princess Shop		Woodward & Lethrop			Lanaburgh's Franklin Simon	
Wichita, Wilmington							Oppenheim, Collins R. H. White	A. W. Hinkel Co.
Worcester								Marcus Co.
Youngstown								

* For membership in small cities, see pages 80, 81, 82, 84, 86 and 87.

† To be opened during 1950.

RETAIL STORE GROUPS IN PRINCIPAL CITIES*—Continued

*Kirby, Block & Co., Inc. 130 W. 31st St.	*Felix Lilienthal & Co., Inc. 33-39 W. 34th St.	*McGreevey, Werring & Howell, Inc. 225 W. 34th St.	*Mercantile Stores Co., Inc. 128 W. 31st St.	*Mutual Buying Syndicate, Inc. 11 W. 42nd St.	O'Shaughnessy, Dewes & Klein 132 W. 31st St.	*William M. Van Buren, Inc. 1457 Broadway	*Charles Weill, Inc. 101 W. 31st St.	CITIES
					Mary McKay Fashions		Sherwood Swan & Co. Kerr's	N. Hempstead Township Oakland
		Phillips Dept. Store		John A. Brown	The Silk Shop	Fred & Clark Haas		Oklahoma City Omaha
				F. C. Nash Co.				Pasadena Paterson, N. J. Peoria
P. A. Bergner & Co.							Jos. Szold & Sons	
Stern & Co.				Snellenburg's			Blauner's	Philadelphia
	Diamond D.G. Co.					Walter Switzer		Phoenix
	Lorraine's			Boggs & Buhl				Pittsburgh
{Charles F. Berg & Co.		Roberts Bros.		Lipman-Wolfe & Co.			Fred Meyer	Portland, Ore. Providence
	The Outlet Co.			Callender, McAulian & Troup Co.				
H. V. Baldwin		Southern Dept. Stores & 31 Branches		McCurdy & Co.		Greentree's		Richmond
								Rochester, N. Y.
Chas. V. Weise								Rockford, Ill. Sacramento
P. N. Hirach & Co.				The Emporium			Bayd-Richardson	St. Louis
				Zion's Cooperative Mercantile Institution				St. Paul St. Petersburg Salt Lake City
Linda Vista Dept. Store	Walker-Scott Co.	Whitney's		Broadway-Hale Stores		Frost Bros.	Bruner's (5)	San Antonio San Diego
	L. Hart & Son			The MacDougal & Southwick Co.		H. Liebes & Co.	Butler Bros.	San Francisco
		Steinberg Bros.		Rhodes of Seattle		Blum's	Hale's	San Jose
				Robertson Bros. Dept. Store			Butler Bros.	Seattle
Rusen's		A. Steiger & Co. L. A. Witherill		Farbes & Wallace C. E. Chappell & Sons	Blake's Dept. Store	Helmer, Inc.		Shreveport South Bend-Mishawaka Spokane
		Steinberg Bros.	The People's Store Co. (2) People's Lakewood Store Co.	Lamson Bros.				Springfield, Mass. Syracuse
O. Falk's Dept. Store			The Lion D. G. Co.	S. P. Durham Co. Brown-Dunkin Co.				Tacoma
Yard's								Tampa
Hecht Co.								Toledo
Spine's Clothing Co. Kennard Pyle Co.		Crosby & Hill		Buck's			S. P. Duran Co. Brown-Dunkin Co.	Trenton, N. J. Tulsa
	C. T. Sherer			Denholm & McKay Co. G. M. McKelvey Co.		John C. MacInnes	S. Kann Sons	Washington, D. C.
							Innes Wilmington D. G. Co. Bernard Sumner & Putnam	Wichita Wilmington Worcester Youngstown

NOTE—For the following stores lists see pages 78 and 80: B. Altman & Co., Arnold Constable, Best & Co., Benoit Teller, Federated Department Stores, Inc., Fedway Stores, Gimbel Brothers, Inc., Hahne & Co., Lane Bryant, Inc., Lord & Taylor, Macy's, New York, Marshall Field & Co., The May Department Stores Co., Saks Fifth Avenue, John Wanamaker.

Editorial features in national publications which member stores can exploit.

Joint national advertising — full-page advertisements, often in color, showing a group of products carried by member stores and listing member stores by name.

Mutual Buying Syndicate, for example, keeps its member stores in constant touch with the markets, with each other, and with general developments of common interest. Some of these "flash reports" are just spot journalism. Others are basic, long-range and creative. A good case in point is found in Mutual's continuing research into constantly changing consumer buying habits. As a result, the establishment of more frequent buying periods was recommended as more realistically attuned to changing demand.

Again, in Mutual's Forward Planning Program is to be found another instance of the company's retail-minded thinking. A study of member store data disclosed that some 25 departments do the major volume of business during any of the selling seasons. Concentration on these departments with proved, rapid-selling items at their peak selling periods is the core of the Forward Planning Program. By working well in advance with key sources on carefully selected items of the greatest consumer interest, substantial advantages are realized. Each member store's strength in its community is reinforced through the impact of the Forward Planning Program.

Idea Exchange

Kirby, Block & Co., Inc., arranges for seasonal meetings of store principals. They exchange ideas and information about how to increase volume and profit. Special problems are solved through the cumulative knowledge of top-level executives present at these sessions. All member stores receive a summary of these meetings, with emphasis on the ideas, viewpoints, plans and recommendations of the store principals.

Kirby, Block also has a Steering Committee Program as part of a more aggressive merchandising effort to help member stores do their best possible job of planning and preparing for a new season. The agenda includes: budget planning for the new season —open-to-buys; initial purchases, etc.; analyses of early style and price trends; delivery outlook, etc.; evaluation and review of resources; markdowns; deliveries; reorders, etc.; speculation items; "plus-business" promotions.

All representative buying offices have sales promotional and advertising departments at the disposal of member stores. They provide exclusive art-ideas, headlines, copy, layouts, window displays, promotional tie-ins and advertising hints. Packaged promotions are planned. Advertising mats are provided. Direct mail pieces, catalogs and Christmas catalogs are designed and supplied. Close contact is maintained with top-notch display houses.

The types of buying offices vary. They are:

Independently-owned offices that are paid a fee by their member stores. The fee usually is based on a percentage (around a quarter of 1%) of the store's annual sales. Arkwright Inc. New York, Felix Lilenthal & Co. Inc., Independent Retailers Syndicate, Inc., Kirby, Block & Co., Inc., McGreevey, Werring & Howell Co., Mutual Buying Syndicate, O'Shaughnessy, Dewes & Klein, Charles Weill, Inc., and William M. Van Buren, Inc., are included in this category.

Store-owned buying or cooperative offices owned jointly by independent stores. Member stores hold stock in the offices and operate them for their own benefit. Associated Merchandising Corp., Frederick Atkins, Inc., and Cavendish Trading Corp. fall in this category.

Federated Department Stores, Inc., is both company-owned and Associated Merchandising Corp. member stores. Fedway Stores is company-owned only, maintaining its own buying office at 1680 Broadway, New York City. (See page 79 for list of member stores.)

Syndicate offices. Most chains have central buying offices rather than resident buying offices.

Private buying offices maintained by larger stores, with resident buyers representing only these stores. B. Altman & Co., Arnold Constable, Best & Co., Bonwit Teller, Gimbel Brothers, Inc., Hahne & Co., Lane Bryant, Inc., Lord & Taylor, Macy's New York, Marshall Field & Co. and Saks Fifth Avenue are included in this group.

John Wanamaker which formerly did all its own buying has now joined Frederick Atkins, Inc. Part of its buying is negotiated through FA and part is done privately.

Merchandise brokers, formerly known as commission offices, who receive remuneration from vendors in the form of percentage of store orders placed. They primarily service smaller dry goods or specialty stores.

Operating and holding companies. Allied Stores Corp. is this type of buy-

ing office. It owns and operates 78 department stores. It also owns a real estate subsidiary, Alstores Realty Corp., which, together with its subsidiaries, owns a substantial percentage of the properties occupied by Allied Stores.

Each Allied store, with its branches, is operated separately under immediate supervision of the local management. Allied maintains an over-all control with respect to all of the stores and works with the management of each individual store in the formulation of policies. Each store has its own buying office and uses the central buying office in New York where buying is done in specified categories.

Allied operates, through two subsidiaries, domestic buying offices in New York, Chicago and Los Angeles, and foreign buying offices in London, Paris, Kobe, Brussels, Frankfurt and Vienna. A specialized staff is maintained in the central office in New York, providing services for all of the stores in such fields as taxes, insurance, accounting systems and methods, consumers' credit, statistical analyses and forecasts, supply purchasing, plant maintenance and improvement, store planning, display, sales promotion, and general research on merchandising and store operating problems.

Employees Carefully Screened

The company regularly employs about 29,000 people, with peak seasonal employment in excess of 35,000 people. Of the company's over 2,000 executives, one-quarter are under 30 years of age and more than 60% are under 40. Thirty-eight percent of the company's executives are women.

Each year approximately 500 candidates are recruited from within the stores and from colleges for a formal program of education and training, at the completion of which the successful candidates are usually given junior executive positions in Allied stores.

Allied Stores Corp. sales for the fiscal year ended January 31, 1955, were \$543,984,209 and were \$28,154,514, or 5.5%, greater than the preceding year. Sales for the fiscal year ended January 31, 1956, were \$581,900,823, 7% greater than for the preceding year.

Interstate Department Stores, Inc., owns a chain of 44 popular-price department stores in the \$1-to-\$5-million volume group located in the East and Middle West, with sales volume in 1955 of over \$65 million. They negotiate all purchases through the New York buying office.

In addition, IDS acts as a buying office for 12 independents, operating a total of 30 stores that do an esti-

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Sample No. E-56
Size closed
3" x 4 3/8"

*Not just during
the Holiday Season . . .*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

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OFFICES IN NEW YORK • CHICAGO • PHILADELPHIA

mated \$28-million business and purchase anywhere from 30% to 90% of their merchandise through IDS.

Says Sol Cantor, president: "Our Affiliated Stores Division, we believe, is unique in the industry in that it offers these independents considerably more than a buying office. They become partners to our organization's talents and have full advantage of the services of our specialists in all the operating fields, promotion, personnel, merchandise control, finance, traffic, credit, store planning, etc. Our complete service enables them to operate along the same lines of group thinking as our own store managers, or vary to suit their own local conditions.

Operation Economies

"They have full advantage of long-term merchandise commitments which are made at no risk to them; of tests and checkouts developed in our own stores. They can merchandise all fashion departments on our unit control and central warehousing system. The independent affiliate is put on a competitive basis with the chains in his locality, not only in purchasing power but, even more important today, in the development of *operation economies*.

"This latter is the challenge of 1956 and the future to all retailing. Our national retail distribution system is undergoing a vast change. The manufacturers have cut their costs of production ever smaller while retailers, for the most part, have operated on traditional margins. The discount house and self-service store are symptomatic of this new approach to distribution margins. The established retailer cannot oppose them, since they fill the consumer need for more merchandise at lower costs, and they will grow as the super market grew despite the neighborhood grocer. The challenge to today's retailer is to meet these new concepts head-on, by developing new systems and economies to reduce distribution margins, or by providing so much more desirable services to his customers as to warrant the margin the consumer now pays.

"Interstate is meeting this challenge by bringing the stores to the customer as suburban branches in our established localities, by development and wide use now of self-selection fixtures, by experimentation with a complete self-service operation in one store, and by the deliberate percent-by-percent reduction of margins in certain stores, offset by corresponding expense reductions and volume increases, in trials to profitably defy traditional markings.

"These efforts, though still in early stages, have met with promising suc-

cess, and we believe that 1956 and later years will prove Interstate and its independent affiliates to be in step with this revolution in distribution, due to the research and experimentation we are conducting today."

City Stores Co. is a department store operating and holding company, and also controls a chain of women's, men's and children's stores. City Stores Mercantile Co. is a private buying office for the City Stores Co. and its member stores.

City Stores Company's member stores had a total net retail sales volume for the year ending January 29, 1955, of \$241,735,000, compared with \$233,226,864 the previous year, an increase of 3.7%. Sales and profits were at the highest levels in company history in its fiscal year ended January 28, 1956. Sales totaled \$251,882,000, up more than 4% from the previous fiscal year. Net income was \$5,904,000 or 9% above the old record.

Mercantile Stores Co., Inc., 100 W. 10th St., Wilmington, Del., owns 19 principal stores throughout the country, 36 junior department stores and 8 appliance stores. They are represented in the markets by Mercantile Stores Co., Inc. (N.Y.), a wholly owned subsidiary company. Sales for the fiscal year ended January 31, 1956, aggregated \$138,485,704 which was an increase of 6.5% over the year before.

Sales Will Be Increased

In 1956 Mercantile Stores is scheduled to open five new suburban stores, estimated to add about \$9,500,000 to the annual volume of the company. The company also plans to open four more suburban stores in 1957, estimated to add about \$7,700,000 to the company's annual volume.

Another type of buying office is the Youth Fashion Guild, 375 Fifth Avenue, New York City. It buys and merchandises infants' and children's wear for 144 specialty shops and department stores (not listed here), with annual sales of over \$40 million in medium to better merchandise. Over 40% of their buying is cleared through the Guild.

The Guild, together with a steering committee comprised of merchandising managers from member stores, develops its own brands, Youth Crest and Cradle Crest. It does much of its own styling and is in a position to provide manufacturers with its own cuttings. It works directly with the mills and piece goods houses; has its own jobbing setup; services only stores with an annual sales volume of \$125,000 and up, which are rated substantially by Dun & Bradstreet.

Guild buyers buy by classification. Each buyer is a specialist in her classification and has a full-time market assistant and fashion coordinator.

Three three-day clinics are held each year for member stores, concentrating on items rather than lines.

And here is further evidence of why the growth of buying offices is described as one of the phenomena of the retail world—annual sales volumes of the various groups and the percentage of purchases negotiated through the buying offices:

Steady Growth

Mutual Buying Syndicate has had steady growth since it was established in 1931. Its store membership is made up of leading stores in key trading areas, catering to the choice middle-income group of America. In its first year in business Mutual's member stores rang up a \$42-million sales volume. In 1935 the sales volume was \$75 million; in 1942, \$200 million, and in 1945 \$400 million. Now Mutual stores throughout the world do close to \$800 million in sales a year. Of this volume, between 60% and 75% of purchases are negotiated through Mutual.

Mutual thinks, feels, breathes and acts like a retail organization. Its organization chart parallels that of a store's. There are management, merchandising and administrative divisions.

Kirby, Block & Co., Inc., established in 1917, now represents approximately 160 of the country's leading department and specialty stores, whose annual retail sales are well in excess of \$850 million. Of this volume, between 50% and 75% is negotiated through KB.

Frederick Atkins, Inc., was established as a cooperative merchandising and research office in 1944. Previous to that it was owned and operated by Frederick Atkins. It represents 34 stores — 31 in this country, one in Canada, one in Bermuda and one in Paris. Their total annual sales volume is approximately \$650 million. Group buying through Atkins represents about 10% of the sales. This does not include special orders, reorders and open-to-buy orders delegated by the stores to the buying office.

T. J. Carroll, vice-president and general manager of Atkins, reports that "as a cooperative association, we expect that the period between February 1 and July 31 will show an increase of 5% in retail sales. For the year as a whole, we expect sales and profits to be better than in 1955. Better selling and more courteous service will produce these operating

THIS TWIN'S MOM HAS THE Hi-lex HABIT ON WASHDAY!



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From diapers to dungarees . . . from slips to slip covers . . . the St. Paul housewife wants her white washables white . . . and her colors bright! And for tens of thousands of these housewives, a pinch of powdered Hi-lex Bleach is a washday habit. Among St. Paul's powdered bleach buyers, the Hi-lex preference rating has hurtled up to 66.5%, according to the 1956 St. Paul Consumer Analysis Survey! What's the Hi-lex formula for getting picked off the grocer's shelf? A consistent, hard-hitting advertising campaign in the St. Paul Dispatch-Pioneer Press!

Powdered Bleach Brand Preference in St. Paul

BRAND	1956	1955
Hi-lex	66.5%	56.2%
Brand B	11.3	16.6
Brand C	11.2	14.2

Is YOUR product cleaning up in the St. Paul "half" of the Twin Cities market, too? Find out just how it rates in the 1956 St. Paul Consumer Analysis Survey . . . an exhaustive, eye-opening study of the brand preferences and buying habits of the 446,300 people who spend almost \$564 million a year in retail sales—and who turn to the Dispatch-Pioneer Press as their buying guide. Contact your Ridder-Johns representative or write, using your company letterhead, to Consumer Analysis, Dept. D.

ST. PAUL

DISPATCH
A RIDDER NEWSPAPER
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REPRESENTATIVES
RIDDER-JOHNS, INC.
NEW YORK - CHICAGO - DETROIT
SAN FRANCISCO - LOS ANGELES
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results. Better pre-selling and consumer advertising should be provided by our sources of supply or the manufacturers in their mutual help to improve consumer acceptance, particularly for the last three feet of selling space between the retail salesperson and the consumer."

Associated Merchandising Corp. is owned by 25 affiliated stores. It was founded in 1918 under the name of Retail Research Association. It also services several non-affiliated stores in other parts of the world. The total sales volume of the affiliated stores in

1955 was approximately \$1,350,000,000.

Federated Department Stores, Inc., membership includes eight stores that do their buying through Associated Merchandising Corp., and six stores known as Fedway Stores that have their own buying office in New York. Federated sales in the 52 weeks ended October 1, 1955, were \$525,064,617. For the fiscal year ended January, 1956, sales rose to a total \$537.7 million, "with practically no increase in selling space"—7.4% over the year before.

Fred Lazarus, Jr., Federated's president, has this to say: "Based on present trends, we believe that our sales in dollars this year will be 3% to 5% ahead of the first six months of last year. In our opinion customers, distributors and manufacturers continue to have confidence in the present and future of their individual cities and of the country as a whole, and this confidence will demonstrate itself in all their activities."

"We believe that the strong income and employment picture for Spring 1956 will provide us with opportunity to develop our business in medium and better grade merchandise. We feel that our increases will come not only in home furnishings lines but in fashion goods—men's, women's and children's."

William M. Van Buren, Inc., founded 46 years ago, is one of the oldest, if not the oldest, individually-owned buying offices in New York. It has built its reputation on service, particularly in the fashion and quality merchandise field, and, as a consequence, it represents a number of the finest specialty and department stores in the country. A sizable number of these stores have been with Van Buren from 20 to 45 years. Total annual sales volume of the company's member stores is \$250 million or more. Of this volume, about 75% of the buying is negotiated through Van Buren.

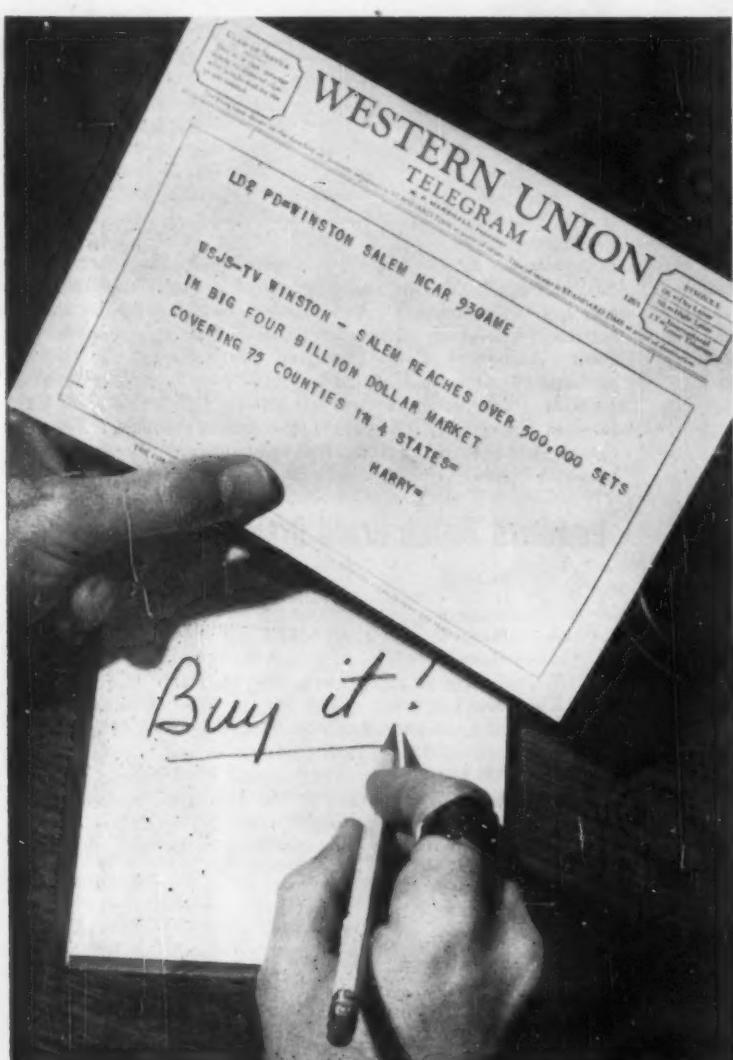
Volumes Run High

Charles Weill, Inc., member stores run their total annual sales volume up to around \$400 million. Approximately 75% of the buying is cleared through Weill.

O'Shaughnessy, Dewes & Klein member stores annual sales run up around \$130 million. Of this volume, a substantial amount of buying is negotiated through the buying office.

Independent Retailers Syndicate, Inc., member stores annual retail sales volume is around \$1 billion, including foreign stores. Here again, a substantial amount of the buying is done through Independent.

Thirty-five-year-old McGreevey, Werring & Howell Co. serves medium-size department stores. With continually increasing success, its buying has satisfied and assisted a group of stores whose combined annual sales volume approaches \$400 million. Of this volume, between 50% and 75% of the buying is through MWH. The company pioneered in offering imports to its member stores. It maintains offices in all leading world markets. Through group purchasing MWH is able to make special arrangements



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with manufacturers on hard-to-find or specially priced merchandise.

May Department Stores Co. total annual sales volume for its stores for the fiscal year ended January 31 were at a record \$493 million, up from \$444.4 million the year before. All buying is negotiated through May's central buying office.

Store-owned Cavendish Trading Corp. negotiates purchases for 30 leading department stores throughout the country, with annual sales volume of around \$400 million.

Private brands, labels and packaging play an important role in buying office setups. They are carefully planned by getting top suppliers to develop private label merchandise that affords member stores highly profitable competitive advantages with substantial savings for the customer.

For example, National Merchandising Corp., Felix Lilienthal & Company's private brand division, was organized in 1945 with a group of member stores that felt they could keep a step ahead of their local competition by having a storewide program of made-to-specification staple merchandise in their operations.

More than 100 items are now used by over 75 FL stores—many on a "hot item" reorder basis. During the past year alone volume jumped approximately 25%.

"The results," says Felix Lilienthal, Jr., FL president, "are not accidental, but rather the result of a long-range, carefully coordinated plan of action. All Namco merchandise is selected and the specifications decided on by a departmental committee of store buyers and an FL merchandising manager meeting twice a year. The fact that our program is store-sponsored and store-run, we feel, accounts for the tremendous popularity Namco goods is enjoying."

"The entire lineup of items is promoted under the Noble Brand family of names, and each department has its own member: Nan Noble for ladies' wear, Craig Noble for men's wear, Buck Noble for boys' wear, Wee Noble for boys' wear, and infants' wear, and Noblecraft for domestics.

"To insure the proper follow-through at store level, we have prepared a complete promotional kit with ad mats, suggested layouts, card toppers, display ideas, etc. While most of our members promote Noble Brands regularly, during the past year a new trend, that of going all-out during two different months of the year with complete storewide private brand promotion, has proved most profitable. Some stores have reported gains as high as 50% in certain de-

partments during 'Noble Brands Month.' Of course, other benefits accrue from these promotions—the prestige of the stores' own exclusive private brands, increased traffic throughout the store, store-controlled markup on all private brands goods, to mention a few. As a result, these twice-yearly efforts are slated to become permanent features on our stores' schedules of special events.

"While packaging has always been an important feature in the success of Noble Brand merchandise, we feel the time is at hand to put this technique to work to enhance our retailers' profit picture even further. With the problem of obtaining skilled salespeople, self-selling copy is badly needed on all packaged soft goods. There is a surprisingly common lack of clear information to the elementary questions a customer might ask. As stores add more lines and types of merchandise without increasing space, turnover is getting even more attention. In planning our program for next year, a concentrated effort is being made to revamp our present packaging by utilizing all the newest developments and techniques in packaging. Proper packaging can move the most goods in the quickest way."

The suburban picture: The number of suburban stores is increasing, posing such questions as "Couldn't there be a peaceful and profitable co-existence between downtown and the suburban business areas?" which the president of a major retail association voiced not long ago, alluding to the so-called "undeclared trade war" between downtown and outlying centers.

According to a survey conducted by the Automotive Safety Foundation, such questions are of "challenging importance, especially since the urban economy is becoming increasingly geared to the automobile."

"More than 300 downtown department and specialty stores already are operating suburban branches, either as individual units or integrated in controlled shopping centers. Again, with shopping areas sprouting in profusion all over the countryside, the competitive struggle between one another often outstrips any rivalry with downtown. In this respect they are in no different position from that of up-town and downtown retail groups which compete for business in cities.

"Obviously, new shopping facilities do not create new purchasing power. They must obtain customers from existing centers, with the expectation, too, of sharing in such increased buying capacity as results from population gains in their general trade zones.

Nevertheless, suburban centers would not be flourishing if they were not providing advantages which the public considers important. Their success demonstrates that they perform an essential role in the economic development of the suburbs. They represent the normal commercial expansion which characteristically accompanies the growth of urban areas.

"Hence co-existence is not only possible but necessary. Instead of being in conflict, downtown and the suburbs are in fact complementary parts of the metropolitan retail structure."

It is estimated that there are in operation, under construction or planned, nearly 3,000 controlled shopping centers from coast to coast. "Of these," ASF reports, "some 200 might be described as major facilities, with perhaps a dozen representing the regional, or super market, type. Roughly half of the 200 have come into existence since 1952, and less than one-tenth were in operation since 1946. . . .

Downtown Benefits

"Whether the fledgling stores in the outskirts are taking trade away from the main establishments, is a moot question. Most signs indicate that they are not. Some downtown merchants feel that the suburban stores, by siphoning off traffic from the congested central district, are making access to the main establishments easier. Thus, in their judgment, it encourages more frequent shopping trips by customers from heavily populated residential areas within the city."

Highlights in the ASF survey:

While parking is downtown's number one disadvantage, its many advantages as a center of retail trade and other vital activities assure its continued prosperity.

From 80% to 90% of retail purchases both downtown and the suburbs are made by women. Surveys in representative cities show that shoppers consider downtown's chief attraction to be wide variety of goods and services; its worst drawback—difficult parking. Nearness to homes is rated the main advantage of suburban shopping areas; the worst drawback—limited selection.

Not only residents of central cities but many suburbanites prefer downtown for shopping goods such as formal clothing, shoes, home furnishings, etc. Ladies' sportswear, children's play clothes, as well as convenience goods and personal services—food, drugstore items, etc., are normally sought closer to home.

In big cities the many people employed downtown, plus large numbers who come for other purposes than

shopping, contribute materially to sales volume.

With suburbs growing three to four times as fast as central cities, retail decentralization is proceeding at a rapid pace. Some 3,000 controlled shopping centers are now in operation, under construction or planned. These new retail centers are geared to automobile transportation; their ace-in-the-hole in customer service is ample free parking.

With the extensive diffusion of retail business in recent years, downtown's share of the metropolitan trade is declining. But in terms of absolute sales volume, the central district continues strong, particularly department store and fashion lines.

To meet the competitive challenge of free parking in the suburbs, downtown businessmen in over 40 cities are now cooperating in Park and Shop programs, subsidizing their customers' parking costs. In some cities, merchants' corporations have developed their own facilities, as have many department stores independently.

Studies show that provision of customer parking by an individual store may increase car-shopper sales from 10% to 20%. Cities such as Oakland, Cal., Allentown, Pa., and Quincy, Mass., that have conducted customer-parking programs for years, have shown marked gains in retail sales and property values and, at the same time, have largely escaped the inroads of decentralization.

Parking Needs Must Be Met

A positive program to meet parking needs, undertaken in conjunction with such other essential civic improvements, will help to maintain investment and employment opportunities, and keep customers coming downtown. Thus the growth of retail trade will be fostered and the traditional economic base of the community will be preserved.

And here are a few comments from store executives — members of the William M. Van Buren, Inc., group of stores:

Max Pincus, vice-president, Hughes & Hatcher, Detroit: "We have had a downtown store for a number of years and recently went into the new Northland Shopping Center sponsored by the J. L. Hudson department store. Our store sells both men's and women's apparel. We feel that the suburban trend will continue to grow more important, but in Detroit the importance of downtown stores will come back. The Hudson store found that its business fell off during the first year the Northland Center was opened, but that it has now re-

gained whatever volume was lost. Hughes & Hatcher experienced only a minor decrease but was still a little off last year due to local conditions.

"We feel that the big ticket items both in apparel and other department store merchandise will continue to pull people downtown because of greater selection. Suburban stores just can't put in equal stocks. We find that price levels generally are a little lower in the suburban operation, also that much business comes from surrounding communities. People in these smaller towns will not go downtown because of traffic congestion but will come to a center. Undoubtedly, small local merchants in these communities as well as those downtown retailers who do not have branches are the ones who forfeited business to the shopping center.

Will Follow the Trend

"We plan to go along on the other proposed suburban centers because we feel we have to in order to retain our competitive position. We anticipate a 5% to 10% decrease for the year in volume but this is due primarily to local conditions, particularly in the automobile industry."

Sidney Liebes, H. Liebes & Co., San Francisco: "The suburban trend versus downtown is really quite a broad subject. We have been in the suburban business for only a few months, and I would say it is quite obvious, as far as the San Francisco Bay Area is concerned, that though the suburban development, as far as shopping centers are concerned, is growing by leaps and bounds, that so far this mushrooming growth does not seem to have affected downtown to any measurable extent. The Bohannon development in Hillsdale is about three-quarters complete; the new Stanford shopping center in Palo Alto is making rapid progress with Livingston's, Joseph Magnin and Roose Bros. already open, and with the Emporium and Hastings opening, to be followed within the not too distant future by I. Magnin and a super market, in addition to a number of smaller stores. The next development is going to take place in San Jose and Santa Clara, which are about twice as far south as Palo Alto. There are two developments—one spark-plugged by Macy's and the other by the Emporium, both within a short distance from each other, and both complete entries.

"Two developments are in the making in Marion County, which is the next county to the north of San Francisco—one again spark-plugged by the Emporium and the other one not far along enough to know which will be

the key store. Across, behind Oakland, there is a comparative new development in Walnut Creek, with the main store being Capwell's, which is a branch of the Emporium, and the main specialty store, Joseph Magnin.

"One significant thing about all these developments is that, with the exception of the one in Santa Clara and San Jose, all of them fall within the area which is pretty well blanketed by the San Francisco daily newspapers so that the advertising expense in these developments should be at an absolute minimum."

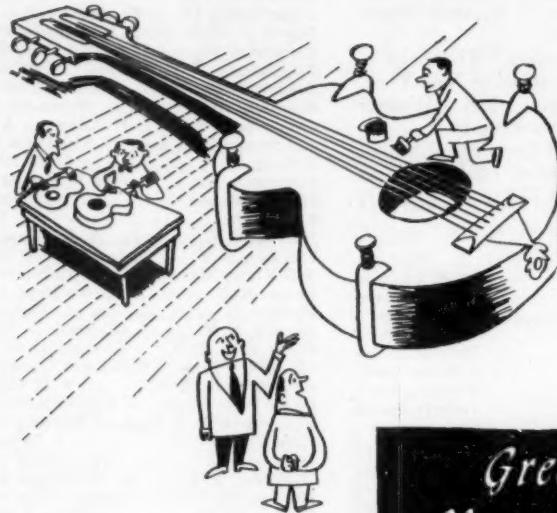
G. M. Trammell, Jr., Grace's, Inc., Nashville, Tenn.: "Our suburban store is not in a so-called shopping center built all in one unit with numerous other retail stores of the same or smaller type. Our store operated on a nominal volume which was at best breaking even during the first five years. However, since that time the volume has increased substantially each year until now it is nearly four times the original starting figure. We noticed at first, and even since that time, that some of our customers trade with both stores, and that some of our customers left our downtown store to patronize our suburban store. It was interesting to note that during this time the volume of our downtown store fell off only a slight amount during the first months the store was open and since then has become larger during the past few years, probably due to the expanding economy of our city. Customers who left our downtown store to shop in the suburban store were evidently replaced by new customers in our downtown store. However, we have noticed no significant increase in the number of new accounts. The change of customers was very smooth and we came out with more customers and an increased total volume.

Downtown Will Improve

"We believe that, although the suburban stores are growing rapidly in this area, that the downtown stores will continue to show improvement and that there is still a lot more business to be earned in our downtown area. We feel confident that we are not alone in this belief since there are now two department stores planning major expansions in the downtown area and still another has already begun work on its new building. We believe the real answer to this question is that suburban stores create new business, business which prior to the opening of the stores was only partially touched.

"Another interesting fact which has been brought to our attention during

"This is the size we use in the Growing Greensboro Market!"



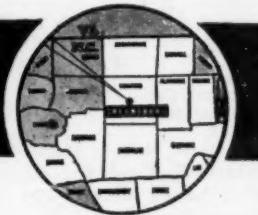
Sales Management Figures

Markets are like guitars—some make better music than others. To play a dominant theme, sound your chords where they'll reach more ears. The Growing Greensboro Market, with a sixth of North Carolina's population and an undiminished fifth of the state's retail sales, is an audience worth playing for. Whatever your business, you'll find that our forte is full-range coverage of the 12 county Greensboro ABC Retail Trading Area—over 105,000 daily circulation—over 400,000 daily readers.

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



the past years is that the downtown store enjoys an annually increasing percentage of sales from outlying towns and cities. Of course, we have some customers from far-off places, but we have numerous accounts from outside of a 30- and within a 50-mile radius of Nashville, and this business is constantly on the increase. The suburban store on the contrary does not enjoy this out-of-town business, with a few exceptions of course."

On pages 66 through 71 only the stores in the first 100 cities leading in total retail sales are listed. Stores in smaller cities in these groups are listed on pages 80 through 87.

The following stores maintain their own private buying offices:

B. Altman & Co., Fifth Avenue at 34th St., New York, N. Y., with branch stores in East Orange, N. J., and Manhasset, L. I., N. Y.

Arnold Constable, Fifth Avenue at 40th St., New York, N. Y., with branch stores in Hackensack, N. J., Hempstead, L. I., N. Y., Manhasset, L. I., N. Y., New Rochelle, N. Y., and Trenton, N. J.

Best & Co., Fifth Avenue at 51st St., New York, N. Y., with branch stores in Ardmore, Pa., Arlington, Va., Boston, Mass., Brookline, Mass., East Chester, Pa., East Orange, N. J., Garden City, L. I., N. Y., Gross Point, Mich., Manhasset, L. I., N. Y., Paramus, N. J., Stamford, Conn., Washington, D. C., Watchung,

N. J., White Plains, N. Y., and Winnetka, Ill.

Bonwit Teller, 721 Fifth Avenue, New York, N. Y., with branch stores in Boston, Mass., Chicago, Ill., Cleveland, O., Palm Beach, Fla., and White Plains, N. Y.

Fedway Stores, 1680 Broadway, New York, N. Y., with stores in Albuquerque, N. M., Amarillo, Tex., Bakersfield, Cal., Corpus Christi, Tex., Longview, Tex., Westwood Village, Los Angeles, Cal., Oklahoma City, Okla., Pomona, Cal., and Wichita Falls, Tex.

Gimbel Brothers, 116 W. 32nd St., New York, N. Y., with stores in Cheltenham, Pa., Milwaukee, Wis., Philadelphia, Pa., Pittsburgh, Pa., Southgate, Wis., and Yonkers, N. Y.

Hahne & Co., 609 Broad St., Newark, N. J., with two branch stores in Montclair, N. J.

Lane Bryant, Inc., 465 Fifth Avenue, New York, N. Y., with these stores in the first 100 cities:

Atlanta	Lane Bryant
Baltimore	Lane Bryant
Birmingham	Over Five Seven Shops
Boston	Over Five Seven Shops
Buffalo	Over Five Seven Shops
Chicago	Lane Bryant
Cleveland	Lane Bryant
Dallas	Over Five Seven Shops
Des Moines	Newman Cloak & Suit Co.
c/o The New Utica	
Detroit	Lane Bryant (2)
Houston	Lane Bryant
Indianapolis	Lane Bryant (Mail Order Div.) & Over Five Seven Shops
Kansas City	Lane Bryant (Mail Order Div.) & Over Five Seven Shops
Louisville	Lane Bryant (Mail Order Div.) & Over Five Seven Shops

Oak Park, Ill. Lane Bryant
Oshkosh, Wis., Newman Cloak & Suit Co.
Springfield, Ill.

W. H. Roland Smart Shops
Waukegan, Ill., Newman Cloak & Suit Co.
Lord & Taylor, Fifth Avenue at 39th
St., New York, N. Y., with stores in Bal-
Cynwyd, Pa., East Chester, N. Y., Garden
City, L. I., N. Y., Manhasset, L. I., N. Y.,
Millburn, N. J., and West Hartford, Conn.

Macy's New York, Herald Square, New
York, N. Y., with these stores in the first
100 cities:

Atlanta, Ga. Davison's
Kansas City, Mo. Macy's Kansas City
Newark, N. J. Bamberger's
San Francisco, Cal., Macy's San Francisco
Toledo, O. LaSalle's

And these stores in smaller cities:

Athens, Ga. Davison's
Augusta, Ga. Davison's
Bowling Green, O. Lasalle's
Columbus, Ga. Davison's
Columbus, S. C. Davison's
Flatbush, N. Y. Macy's New York
Jamaica, N. Y. Macy's New York
Macon, Ga. Davison's
Millburn, N. J. Bamberger's
Morristown, N. J. Bamberger's
Parkchester, N. Y. Macy's New York
Richmond, Cal. Macy's San Francisco
Roosevelt Field, N. Y. Macy's New York
(to be opened in Aug.)

Sandusky, O. Lasalle's
San Rafael, Cal. Macy's San Francisco
Sea Island, Ga. Davison's
Tiffin, O. Lasalle's
White Plains, N. Y. Macy's New York

Marshall Field & Co., Chicago,
with a buying office at 200 Madison
Avenue, New York, N.Y., and stores
in these cities: Bellevue, Wash. (under
the store name of Frederick &
Nelson), Chicago, Ill.; Evanston,
Ill.; Lake Forest, Ill.; Oak Park, Ill.;
Park Forest, Ill.; Seattle, Wash.
(under the store name of Frederick &
Nelson).

The May Department Stores Co.,
1440 Broadway, New York, N.Y.,
with these stores in the first 100 cities:
Akron, O. The M. O'Neil Co.
Baltimore, Md. The May Co.
Cleveland, O. The May Co.
Denver, Colo. The May Co. (2 stores)
Los Angeles, Cal. The May Co.
(3 stores)

Pittsburgh, Pa. Kaufman's Dept. Store
St. Louis Mo., Famous-Barr Co. (2 stores)
Youngstown, O.

The Strous-Hirshberg Co.
And these stores in smaller cities:
Alliance, O. The M. O'Neil Co.
Barberton, O. The M. O'Neil Co.
Clayton, Mo. Famous-Barr Co.
Coshocton, O. The M. O'Neil Co.
Cuyahoga Falls, O. The M. O'Neil Co.
Elyria-Lorain, O. The M. O'Neil Co.
Jennings, Mo. Famous-Barr-Northland
Lakewood, Cal. The May Co.-Lakewood
Mansfield, O. The M. O'Neil Co.
Massillon, O. The M. O'Neil Co.
New Castle, Pa.

The Strous-Hirshberg Co.
North Hollywood, Cal.

The May Co.-Valley
Salem, O. The Strous-Hirshberg Co.
Sharon, Pa. The Sharon Store
Warren, O. Griswold's and

The Strous-Hirshberg Co.
Saks Fifth Avenue, Fifth Avenue
at 49th St., New York, N. Y., with
branch stores in these cities: Beverly
Hills, Cal.; Chicago, Ill.; Detroit,

Mich.; Fort Lauderdale, Fla.; Mi-
ami, Fla.; Millburn, N. J.†; New
Haven, Conn.; Palm Beach, Fla.;
Petosky, Mich.; Philadelphia, Pa.;
Pittsburgh, Pa.; Princeton, N. J.; St.
Louis, Mo.; San Francisco, Cal.;
South Hampton, N. Y.; and White
Plains, N. Y.

John Wanamaker, Philadelphia,
Pa., with branch stores in New York,
N. Y.; Wilmington, Del.; Wynne-
wood, Pa.; and Yonkers, N. Y.

The Federated Department Stores,
Inc., member stores (not listed on
pages 66 through 71) in the first 100
cities are:

Boston Filene's
Cincinnati Shillito's
Columbus F. & R. Lazarus
Corpus Christi Fedway Stores
Dallas Sanger's
Houston Foley's
Los Angeles Fedway Stores
Milwaukee The Boston Store
New York Bloomingdale's
Oklahoma City Fedway Stores
And in the smaller cities:

Albuquerque Fedway Stores

Amarillo, Tex. Fedway Stores

Bakersfield, Cal. Fedway Stores

Brooklyn, N. Y. Abraham & Straus

Longview, Tex. Fedway Stores

Pomona, Cal. Fedway Stores

Wichita Falls, Tex. Fedway Stores

Allied Stores Corp.

Boise, Id. Anderson's
Butler, Pa. Troutman's
Connellsburg, Pa. Troutman's
Dubois, Pa. Troutman's
Easton, Pa. Laubach's
Eugene, Ore. Bon Marché
Everett, Wash. Bon Marché
Flushing, N. Y. Gertz
Framingham, Mass. Jordan Marsh
Great Falls, Mont. Paris of Montana
Great Neck, N. Y. Stern's
Greensboro, N. C. Meyer's
Greenburg, Pa. Troutman's
Hamilton, O. Robinson-Schwenn
Indiana, Pa. Troutman's
Jackson, Mich. Field's
Jackson, Miss. Kennington's
Jamaica, N. Y. Gertz
Lake Charles, La. Muller's
Lakeland, Fla. Maas Brothers
Latrobe, Pa. Troutman's
Lebanon, Pa. Bon Ton
Longview, Wash. Bon Marché
Lowell, Mass. Bon Marché
Lynchburg, Va. Guggenheim's
Malden, Mass. Jordan Marsh
Middletown, O. John Ross
Muskegon, Mich. Herpolzheimer's
New Castle, Pa. Troutman's
Northgate, Wash. Bon Marché
Pontiac, Mich. Waite's
Pottsville, Pa. Pomeroy's
Rapid City, S. D. Donaldson's
Reading, Pa. Pomeroy's
Rochester, Minn. Donaldson's
Savannah, Ga. Levy's of Savannah
Springfield, Mo. Heer's
Springfield, O. Wren's
Warren, Pa. Troutman's
Waterloo, Ia. Black's
Wilkes-Barre, Pa. Pomeroy's
Yakima, Wash. Bon Marché

†Pending erection

‡Operates stores in five cities in Idaho,
one city in Oregon, two cities in Washington,
two cities in Utah.

Arkwright Inc., New York

Allentown, Pa. Zollinger-Harned
Altoona, Pa. The Wm. P. Gable Co.
Ashland, Ky. Ashland D. G. Co.
Auburn, N. Y. Auburn D. G. Co.
Augusta, Me. D. W. Adams Co.
Bakersfield, Cal. Weill's
Baton Rouge, La. Rosenfield's D. G. Co.
Bay City, Mich. H. G. Wendland Co.
Bethlehem, Pa. Bush & Bull, Corp.
Binghamton, N. Y. McLean's Dept. Stores
Bristol, Conn. Muzzy Bros. Co.
Brooklyn, N. Y. Namm-Loeser's
Cambridge, Mass. J. H. Corcoran & Co.
Charleston, S. C. James F. Condon & Sons
Corning, N. Y. The Rockwell Co.
Covington, Ky. John R. Coppin Co.
Duluth, Minn. Freimuth's
Easton, Pa. Orr's Dept. Store
Elmira, N. Y. S. F. Izard Co.
Endicott, N. Y. McLean's Dept. Stores
Fall River, Mass. R. A. McWhirr Co.
Fargo, N. D. Herbst Dept. Store
Findley, O. Pattersons
Geneva, N. Y. J. W. Smith D. G. Co.
Glens Falls, N. Y. Economy D. G. Co.
Gloucester, Mass. William G. Brown Co.
Grand Forks, N. D. R. B. Griffith
Great Falls, Mont. Buttrey Associates
Hackensack, N. J. Packard Bamberger Co.
Hamilton, O. Wilmer's
Hazleton, Pa. The Leader Store
Herkimer, N. Y. H. G. Munger & Co.
Hershey, Pa. Hershey Dept. Store
Holden, W. Va. Island Creek Stores
Hornell, N. Y. Tuttle & Rockwell Co.
Huntington, N. Y. Hartman's
Indiana, Pa. Brody Brothers
Jamestown, N. Y.

Abrahamson-Bigelow Co.

Johnstown, Pa. Penn Traffic Co.

Lafayette, Ind. Loeb's

Lancaster, Pa. Hager & Bro.

Lexington, Ky.

The Mitchell Baker Smith Co.

Lincoln, Neb. Miller & Paine

Lowell, Mass. A. G. Pollard Co.

Lynchburg, Va. Snyder & Berman

Lynn, Mass. T. W. Rogers Co.

Manchester, Conn. J. W. Hale Corp.

Manchester, N. H. Jas. W. Hill Co.

Meadville, Pa. Crawford Store

Meriden, Conn., Ives, Upham & Rand Co.

Middletown, Conn. Jas. H. Bunce Co.

Middletown, N. Y. Tompkins D. G. Co.

Middletown, O. Central Store

Mount Vernon, N. Y. Genung's

Muncie, Ind. Ball Stores

New Bedford, Mass.

New Bedford D. G. Co.

(The Star Store)

New Brunswick, N. J.

P. J. Young D. G. Co.

Norristown, Pa. Chatlin's Dept. Store

Norwich, Conn. Reid & Hughes

Ogdensburg, N. Y. Empsall-Clark Co.

Olean, N. Y. Bradner's

Painesville, O. Gail G. Grant Co.

Perry, N. Y. Rockwell-Perry Co.

Perth Amboy, N. J. Reynolds Bros.

Pittsfield, Mass. England Bros.

Port Huron, Mich. J. B. Sperry Co.

Provo, Utah. Taylor's

Reading, Pa. C. K. Whitner Co.

Redlands, Cal. Harris Co.

Roanoke, Va. N. W. Pugh Co.

Rutland, Vt. Economy D. G. Co.

Saginaw, Mich. Wm. C. Wiechmann Co.

San Bernardino, Cal. Harris Co.

San Pedro, Cal. Lewis

Santa Ana, Cal. Rankin D. G. Co.

Scranton, Pa. Scranton D. G. Co.

Springfield, O. Springfield Richards

Stamford, Conn. Sarner's

Steubenville, O. Reiner's

Troy, N. Y. William H. Frear & Co.

Union City, N. J. A. Holthausen

Utica, N. Y. Berger's Dept. Store
Waco, Tex. Monig's
Waterbury, Conn. Howland-Hughes Co.
Watertown, N. Y.

Frank A. Empsall & Co.
Wausau, Wis. Heinemann Bros.

West Palm Beach, Fla.

Palm Beach Mercantile Co.

Wellsville, N. Y. Rockwell Bros. & Co.

Wheeling, W. Va. Geo. E. Stifel Co.

Wheeling, W. Va. Geo. R. Taylor Co.

Wooster, O. H. Freedlander Co.

York, Pa. Charles H. Bear & Co.

Arkwright Inc., New York
(Foreign Dept.)

Fairbanks, Alaska Chena Dept. Store

Associated Merchandising Corp.

Brooklyn, N. Y. Abraham & Straus

Associated Merchandising Corp.
(Foreign Dept.)

Canada .. Hudson's Bay Co. Retail Stores
Canal Zone Panama Canal Co.
Honolulu, Hawaii Liberty House
London, England Harrods, Ltd.
South Africa Garlick, Ltd.
South Africa John Orr & Co.
Stockholm, Sweden Nordiska Kompaniet
Sydney, Australia Farmer & Co., Ltd.

Frederick Atkins, Inc.

Cedar Rapids, Ia. The Killian Co.
Germantown, Pa. George Allen
Hempstead, N. Y. Franklin Shops
Madison, Wis. Harry S. Manchester
Poughkeepsie, N. Y. Luckey Platt & Co.
St. Joseph, Mo. Townsend & Wall

Frederick Atkins, Inc.
(Foreign Dept.)

Hamilton, Bermuda Trimingham Bros., Ltd.
Montreal, Canada Henry Morgan & Co., Ltd.
Paris, France Galeries Lafayette

Cavendish Trading Corp.

Asheville, N. C. Ivey's
Athens, Tenn. Miller's
Baton Rouge, La. Dalton's
Cleveland, Tenn. Miller's
Daytona Beach, Fla.
Ivey's of Daytona Beach
Greenville, S. C. Ivey-Keith Co.
Greeneville, Tenn. Miller's
Marietta, Ga. Miller's
Ogden, Utah L. R. Samuels Co.
Orlando, Fla. Ivey's of Orlando
Raleigh, N. C. Ivey-Taylor Co.
Rome, Ga. Miller Bros. Co.

Cavendish Trading Corp.
(Foreign Dept.)

Montreal, Canada .. Jas. A. Ogilvy's, Ltd.

City Stores Co.

Airlines Highway, New Orleans, La.
Maison Blanche†
Bessemer, Ala. Loveman, Joseph & Loeb
Brooklyn, N. Y. Oppenheim, Collins
Carrollton, La. Maison Blanche
Cross County, N. Y. Oppenheim, Collins
East Orange, N. J. Oppenheim, Collins
East Orange, N. J. Franklin Simon
Fairfax County, Va. Franklin Simon†

Garden City, N. J. Oppenheim, Collins
Garden City, N. J. Franklin Simon
Gentilly, New Orleans, La.
Maison Blanche

Germantown, Philadelphia, Pa.

Franklin Simon

Hackensack, N. J. Oppenheim, Collins

Haddonfield, N. J. Oppenheim, Collins

Huntington, N. Y. Oppenheim, Collins

Langley Park, Md. Lansburgh's

Manhasset, L. I., N. Y.

Franklin Simon

Montgomery, Ala.

Loveman, Joseph & Loeb

Morristown, N. J. Oppenheim, Collins

North East, Philadelphia, Pa.

Lit Brothers

North Miami, Fla. Richard's†

Thruway Plaza Center, Buffalo, N. Y.

Oppenheim, Collins†

Upper Darby, Pa. Lit Brothers

West Bank, New Orleans, La.
Maison Blanche†

Westport, Conn. Franklin Simon

Whitehaven, Memphis, Tenn.

Lowenstein's South†

Willow Grove, Pa. Oppenheim Collins†

Independent Retailers Syndicate

Albuquerque, N. M. Hubbard-Hinkel

Alexander City, Ala. D. Cohen & Sons

Alliance, O. Erlinger D. G. Co.

Aurora, Ill. Arthur's

Batavia, N. Y. C. H. Carr Co.

Baton Rouge, La.

Rosenfeld's House of Fashion

Battle Creek, Mich. L. W. Robinson Co.

Bay City, Mich., Bay City Cash D. G. Co.

Beloit, Wis. McNeany's

Bloomington, Ind.

Indiana Retail Research Group

(headquarters, The Wicks Co.)

#1

OF A SERIES

(The truth about this market is stranger than fiction)

IT'S A fact:

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the tourist courts in America today.

IT'S A fact:

that, through TOURIST COURT JOURNAL, you
can sell the owners and operators of these
tourist court-motels supplies and services for
475,000 of these rental units—plus the 130,000
new units which they will build
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spokesman of the tourist court-motel industry.
Result? It is the fountainhead of authentic
information on this \$4-billion-plus market.
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†To be opened during 1956.

Burlington, Vt.	Abernathy's
Cedar Rapids, Ia.	Armstrong's
Charleston, W. Va.	A. W. Cox Dept Store
Chester, Pa.	Weinberg's
Chicago Heights, Ill.	Rau Store
Cicero, Ill.	De Mars
Clarksdale, Miss.	Powers & Co.
Colorado Springs, Colo.	Kaufman
Columbia, S. C.	Kohn & Co.
Columbus, Ga.	J. A. Kirven & Co.
Columbus, Neb.	Geo. Schweser's Sons
Cumberland, Md.	Rosenbaum Bros.
Davenport, Ia.	M. L. Parker Co.
Dubuque, Ia.	J. F. Stampfer Co.
Dunkirk, N. Y.	Safe Store
Durham, N. C.	R. L. Baldwin Co.
East Liverpool, O.	D. M. Gilville Co.
Elizabeth, N. J.	Levy Bros.
Elmira, N. Y.	Sheehan's
Emporia, Kan.	Newman's
Faribault, Minn.	Ochs Bros.
Fairmont, W. Va.	J. M. Hartley & Sons
Fayetteville, N. C.	The Capitol
Fort Dodge, Ia.	Tuerke Merc. Co.
Fremont, Neb.	Geo. Schweser's Sons
Greenfield, Mass.	Wilson's
Greensburg, Pa.	S. W. Rose & Son
Hazelton, Pa.	P. Deisroth's Sons
Huntington, W. Va.	Bradshaw-Diehl Co.
Ithaca, N. Y.	Rothschild Bros.
Jamestown, N. Y.	Nelson's
Lancaster, O.	Chas. P. Wiseman Co.
Lancaster, Pa.	M. T. Garvin Co.
Lewiston, Pa.	Dank's
Logansport, Ind.	Schmitt Kloepfer Co.
Lynchburg, Va.	R. A. Baldwin's Sons
Madisonville, Ky.	Baker & Hickman
Marietta, O.	Bonham's
Massillon, O.	Erlinger D. G. Co.
Meridian, Miss.	Alex Loeb
Monroe, La.	Style Shop
Morristown, N. J.	M. Epstein
Mount Vernon, O.	J. S. Ringwalt & Co.
Muskegon, Mich.	Grossman's Dept. Store
Napoleon, O.	The Charles Co.
New Albany, Ind.	S. W. Newberger
Newport News, Va.	Nachman's Dept Store
Oneonta, N. Y.	Oneonta Dept. Store
Ossosso, Mich.	D. M. Christain Co.
Patchogue, N. Y.	Swezey & Newins
Pawtucket, R. I.	Shartenberg's
Portland, Me.	Owen Moore-Grant Knowles Co.
Portsmouth, O.	Marting Bros.
Saginaw, Mich.	Diebel Co.
Salem, Mass.	M. H. Baker Co.
Salem, O.	R. S. McCulloch Co.
Santa Rosa, Cal.	Rosenberg & Sons
Shreveport, La.	Rubenstein Bros.
Staten Island, N. Y.	Richmond D. G. Co.
Steubenville, O.	The Hub
Sumter, S. C.	Brody Bros.
Terre Haute, Ind.	Meis Bros.
Torrington, Conn.	McCann's
Traverse City, Mich.	J. W. Milliken
Troy, N. Y.	Denby's
Tuscon, Ariz.	Levy Bros.
Uniontown, Pa.	Metzler's & Wright-Metzler Co.
Upper Darby, Pa.	Helen Caro
Vallejo, Cal.	Levee's Dept. Store
Washington, Pa.	Caldwell Store
Waterbury, Conn.	Worth's
Watertown, N. Y.	Globe-Watertown
Watsonville, Cal.	Chas. Ford Co.
West Chester, Pa.	Mosteller's
Wheeling, W. Va.	The Hub
Whiteville, S. C.	Leder Bros.
Winston-Salem, N. C.	Ideal D. G. Co.
Wisconsin Rapids, Wis.	Johnson-Hill Co.
Interstate Department Stores, Inc.	
Allston, Mass.	Nesson Stores
Anderson, Ind.	Hill's
Anderson, S. C.	Bailes
Aurora, Ill.	Aurora D. G. Co.
Battle Creek, Mich.	Grand Leader
Belleville, Ill.	Carroll House
Burlington, Vt.	The Wonder Store
Cicero, Ill.	S. Kaufmann & Co.
Danvers, Mass.	Nesson Stores
Davenport, Ia.	Hill's
Decatur, Ill.	Decatur D. G. Co.
East Moline, Ill.	
East Moline Dept. Stores (Federated)	
Fond du Lac, Wis.	Fond du Lac D. G. Co.
Green Bay, Wis.	Hill's
Huntington, W. Va.	
The Huntington Store	
Jackson, Mich.	Stillman's
Kokomo, Ind.	K. & S. Dept. Store
Madison, Wis.	Hill's
Marion, Ind.	Hill's
Muncie, Ind.	Stillman's
New Bedford, Mass.	Arlan's Dept. Store
Norristown, Pa.	Chatlin's Dept. Store
Norwood, Mass.	Nesson Stores
Paducah, Ky.	Paducah D. G. Co.
Pawtucket, R. I.	General Dept. Stores
Port Huron, Mich.	Carroll House
Racine, Wis.	Racine D. G. Co.
Reading, Pa.	Read's
Rutland, Vt.	Economy Dept. Store
Rutland, Vt.	Wonder Store
Sheboygan, Wis.	Hill's Dept. Store
Springfield, Ill.	Springfield D. G. Co.
Springfield, O.	The Boston Store
Staunton, Va.	Carroll House
Troy, N. Y.	Stanley's
Turners Falls, Mass.	The Rockdale Store
Utica, N. Y.	Boston Store
Vincennes, Ind.	Hill's
Waukegan, Ill.	Waukegan D. G. Co.
West Bend, Wis.	Carroll House
Williamsport, Pa.	Carroll House
York, Pa.	Stillman's
Felix Lilienthal & Co., Inc.	
Albert Lea, Minn.	
Alexandria, La.	Skinner-Chamberlain & Co.
Ambridge, Pa.	Weiss & Goldring
Amite, La.	Davidson's Dept. Store
Anaconda, Mont.	B. Stern, Ltd.
Ashland, Ky.	Schwartz Dept. Store
Ashland, O.	C. H. Parsons Co.
Athens, O.	The Home Co.
Bakersfield, Cal.	Altman's
Baton Rouge, La.	Malcolm Brock Co.
Bay City, Mich.	Goudchaux's
Beaumont, Tex.	W. R. Knepp
Beloit, Wis.	The Fair
Casper, Wyo.	E. L. Chester Co.
Cedar Rapids, Ia.	Kassis D. G. Co.
Chester, Pa.	Cedar Rapids, Ia., Newman Mercantile Co.
Columbia, Mo.	Speare Bros.
Dade City, Fla.	Park's Dept. Store
Elyria, O.	Williams Dept. Store
Fargo, N. D.	C. H. Merthe Co.
Farmville, Va.	Store Without a Name
Fayetteville, N.C.	Baldwin's
Fort Dodge, Ia.	Fleishman's Style Shop
Fremont, O.	Gates D. G. Co.
Gainesville, Fla.	Joseph's Dept. Store
Galveston, Tex.	Wilson Co.
Greenville, Miss.	Robt. I. Cohen
Hagerstown, Md.	Rosenberg Bros.
Hazelton, Pa.	Leiter Bros.
Independence, Mo.	Bon Ton Store
Jackson, Mich.	A. J. Bundschu
Jackson, O.	The Emporium
Jackson, Tenn.	Stiffner Stores
Joliet, Ill.	J. L. Rosenbloom & Sons
Joplin, Md.	Newman's
Kalamazoo, Mich.	Gilmore Bros.
Kalispell, Mont.	Hummer's
Keene, N. H.	W. L. Goodnow
Kingsport, Tenn.	J. Fred Johnson
La Grange, Ill.	McAllister-Schoen Co.
Lexington, Ky.	Purcell's
Lima, O.	Gus Holstine D. G. Co.
Mankato, Minn.	George E. Brett Co.
Maplewood, Mo.	Goldie D. G. Co.
Maryville, Tenn.	Proffitt's
Marysville, Cal.	Bradley's
McConnellsburg, O.	Robert Stiffler Stores
Meridian, Miss.	Mark Rothenberg Co.
Mitchell, S. D.	Baron Brothers Co.
Monroe, La.	Masur Bros.
Muskogee, Okla.	Durnil D. G. Co.
Neenah, Wis.	Jandrey Co.
New Britain, Conn.	Davidson & Leventhal
New Brunswick, N. Y.	Nathan's
Newburgh, N. Y.	John Schoemaker
Niagara Falls, N. Y.	Jense Bros.
Nogales, Ariz.	Bracker's Dept. Store
Oak Ridge, Tenn.	Loveman's
Pensacola, Fla.	Bon Marché
Pomona, Cal.	Orange Belt Emporium
Pueblo, Cal.	Day-Jones Co.
Putnam, Conn.	Sandy's Women's Shop
Raleigh, N. C.	Boylan Pearce
Rayne, La.	Kahn, Mervine Co.
Redwood Falls, Minn.	
Charles F. Galles Co.	
Rocky Mount, N. C.	M. G. Baldwin Co.
Rome, Ga.	Esserman & Co.
Salisbury, Md.	R. E. Powell Co.
Salisbury, N. C.	Oestreicher's
San Angelo, Tex.	Nelson's
San Mateo, Cal.	Levy Bros. Dept. Store
San Pedro, Cal.	
Dunlap Company of California	
Santa Monica, Cal.	H. C. Henshey Co.
Santa Rosa, Cal.	W. R. Carithers Sons
Savannah, Ga.	Daniel Hogan Co.
Schenectady, N. Y.	Carl Co.
Scott's Bluff, Neb.	Gretzinger & Co.
Shelbyville, Ind.	Goodman's Dept. Store
Springfield, Mo.	Turner Dept. Store
Statesboro, Ga.	H. Minkovitz & Sons
Superior, Wis.	Stack & Co.
The Dalles, Ore.	A. M. Williams Co.
Tiffan, O.	Harold's Dept. Store
Tonawanda, N. Y.	Twin-Ton Dept. Store
Trinidad, Colo.	Jamieson's Dept. Store
Troy, Ala.	Rosenberg Bros.
Tucson, Ariz.	White House Dept. Store
—Myerson Stores	
Tulare, Cal.	Leggett's
Tupelo, Miss.	McGaughey's
Waltham, Mass.	Parke Snow
Westerley, R. I.	Dowers
Winston-Salem, N. C.	Davis, Inc.
Wooster, O.	William Annat
Felix Lilienthal & Co., Inc.	
(Foreign Dept.)	
Hamilton, Bermuda	
Toronto, Canada	H. A. & E. Smith, Ltd.
Robert Simpson Co.	
Kirby, Block & Co., Inc.	
Alexandria, La.	Wellan's
Allentown, Pa.	H. Leh & Co.
Altoona, Pa.	Bergman & Monarch
(The Bon Ton)	
Amsterdam, N. Y.	Holzheimer & Shaul
Anderson, Ind.	Fair Store
Appleton, Wis.	The Campbell Stores
Ardmore, Okla.	Daube's
Asbury Park, N. J.	Steinbach Co.
Asheville, N. C.	Bon Marché
Ashtabula, O.	Carlisle Allen Co.
Atlantic City, N. J.	M. E. Blatt Co.
Augusta, Ga.	Ruben's
(Richmond Dept. Store)	
Aurora, Ill.	S. S. Sencenbaugh & Co.
Austin, Tex.	E. M. Scarbrough & Sons
Battle Creek, Mich.	Joseph C. Grant Co.
Bangor, Me.	Freese's
Baytown, Tex.	Economy D. G. Co.
Bellefontaine, O.	Dee's
Billings, Mont.	Vaughn & Raggdale
Bloomington, Ill.	W. H. Roland Co.
Boonville, Ind.	George J. Roth & Co.
Bowling Green, Ky.	Norman's

Interstate Department Stores, Inc.

Allston, Mass. Nesson Stores
Anderson, Ind. Hill's
Anderson, S. C. Bailes

**The First Buy in Texas' First Market:
The Dallas Morning News, with...**

The Largest Daily Circulation in Texas

(212,708 daily, 214,038 Sunday)

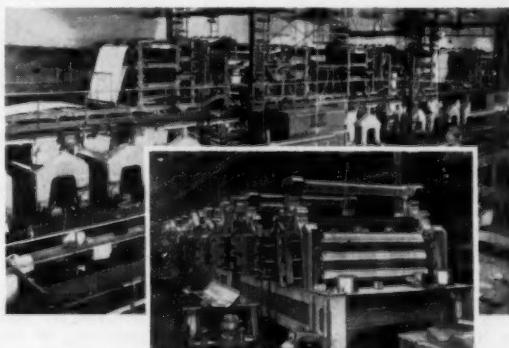
ABC PUBL. STMT: MARCH 31, 1956

With the largest daily circulation of any morning or evening newspaper in Texas, The Dallas News keeps pace with the growing Dallas Market. It is the only newspaper that covers effectively both Dallas and the 71 surrounding counties whose in-Dallas purchases account for more than a third of the city's retail sales volume!

- In the past year The News gained 6,689 circulation in Dallas' City Zone, bettering the second paper three to one.
- The News increased its Retail Trade Zone circulation 13% to the other paper's 6%.
- The News added 16,301 to its total circulation while the second paper increased but 4,531, widening The News' lead to 39,148.

In The News alone — with its 22.6% larger circulation, broader influence, and greater and more selective coverage of the entire Dallas

Market — can advertisers achieve their full potential in this largest, wealthiest market in the State of Texas!



A battery of eight new Hoe Color-Convertible presses are being added in The News' press room. Made necessary by the biggest circulation and largest advertising lineage in The News' history, 50% additional press capacity will assure subscribers throughout the Dallas Market up-to-press time news and before-breakfast, home delivery of their Dallas News—and advertisers a brisk, all-day, same-day response to their advertising.

ONLY THE DALLAS NEWS COVERS THE BIGGER DALLAS MARKET

The Dallas Morning News

Texas Largest Daily: More people **buy** The News . . . more people **read** The News . . . more people are **influenced** by The News than any other morning or evening newspaper in Texas.

Consult The News' nearest representative for information on marketing or merchandising in the Dallas Market . . . or address your inquiry direct to our research department through the Advertising Director.

CRESMER & WOODWARD, INC., National Representative • New York • Chicago • Detroit • Los Angeles • Atlanta • San Francisco

Brattleboro, Vt.	Houghton & Simonds	Spartanburg, S.C.	Aug. W. Smith Co.	Lancaster, Pa.	Watt & Shand
Browley, Cal.	M. O. King Co.	Springfield, Ill.	R. F. Herndon & Co.	Lawrence, Kan.	Weaver's Dept. Store
Brewton, Ala.	Robbins & McGowin Co	Stamford, Conn.	C. O. Miller Co.	Lawrenceville, Va.	
Bristol, Tenn.	H. P. King Co.	Sterling, Ill.	The Chester Co.	W. S. Peebles & 18 branches	
Bronx, N. Y.	Alexander's Dept. Store	Stroudsburg, Pa.	A. B. Wyckoff	Lebanon, Pa.	Haab Bros.
Brookhaven, Miss.	Lofton's	Bittner's Dept. Store	Tucson, Ariz.	Lubbock, Tex.	Hemphill Wells Co.
Brozman, Mont.	Chambers Fisher Co.	Texarkana, Ark.	The Criterion	Manchester, N. H.	Leavitt Stores Corp.
Cambridge, Md.	P. Frankel, Inc.	Thibodaux, La.	Leon Bloch's	Martinsville, Va.	Globman's
Champaign, Ill.	W. Lewis & Co.	Thomasville, Ga.		Medford, Ore.	Mann's
Clare, Mich.	Wm. H. Bicknell & Co.	Louis Steyerman & Sons		New Bedford, Mass.	Montgomery, Ala.
Clarendon, N. H.	Houghton & Simonds	Torrington, Conn.	W. W. Mertz Co.	C. F. Wing Co.	
Colorado Springs, Colo.	Hibbard Co.	Trinidad, Colo.	H. Moses & Son	Orlando, Fla.	Dickson & Ives
Council Bluffs, Ia.	Frasne Brothers & Sons	Tucson, Ariz.	Albert Steinfeld Co.	Oswego, N. Y.	Geo. H. Campbell & Co.
Danville, Ill.	Meis Brothers	Tyler, Tex.	Mayer & Schmidt	Pacific Grove, Cal.	Holman's Dept. Store
Darby, Pa.	Abe Feinberg & Sons	Vicksburg, Miss.	Valley Dry Goods Co.	Parkersburg, W. Va.	Dils Bros. & Co.
Dunbar, W. Va.	Sloan's Dept. Store	Victoria, Tex.	M. O. Simon	Plainfield, N. J.	Plaintepp Bros.
Eau Claire, Wis.	The Fashion Store	Waco, Tex.	Goldstein Migel Co.	Plattsburgh, N. Y.	Sharron's
El Centro, Cal.	M. O. King Co.	Waukegan, Wis.	The Globe Store	Pocatello, Ida.	Fargo-Wilson-Wells Co.
Elgin, Ill.	Joseph Spiess Co.	Wausau, Wis.	Winkelman's Dept. Store	Port Arthur, Tex.	Bluestein's
Elizabeth, N. J.	R. J. Goerke Co.	Weirton, W. Va.	Marantz Dept. Store	Pueblo, Colo.	Crews Beggs D. G. Co.
Elmira, N. Y.	Rosenbaum's of Elmira	Westerly, R.I.	McCormick's Dept. Store	Richmond, Ind.	Geo. H. Knollenberg Co.
Festus, Mo.	Golman Co.	West Point, Miss.	Pryor's Dept. Store	St. Mary's, Pa.	Kantar's
Flushing, N. Y.	Abramson's	Wilkes-Barre, Pa.	Fowler, Dick & Walker	St. Petersburg, Fla.	Rutland Bros.
Ft. Smith, Ark.	Pollock Stores		Williamport, Pa.	Salem, Mass.	
Framingham Center, Mass.	Gordon Mfg. Co.		Williamsport, Pa.	Almy, Bigelow & Washburn	
Frederick, Md.	John D. Hendrickson		Winona, Minn.	San Angelo, Tex.	Hemphill Wells Co.
Freeport, Ill.	F. A. Read Co.		Yuma, Ariz.	San Mateo, Cal.	Loewe & Zwierlein
Greenville, S. C.	Meyers Arnold		Zanesville, O.	Schenectady, N. Y.	Schnectady, N. Y.
Gulfport, Miss.	Northrop's			H. S. Barney Co.	
Harrisonburg, Va.	Joseph Ney's			Scottsbluff, Neb.	L. B. Murphy
Hastings, Neb.	Brach-Thompson			Selma, Ala.	Tepper Bros.
Hattiesburg, Miss.	Fine Bros. Matisons Co.			Shreveport, La.	Hearne D. G. Co.
Helena, Mont.	N. Y. Dry Goods Co.			Spartanburg, S. C.	
Hickory, N. C.	The Spainhour Co.			John Graham Stores & branches	
High Point, N. C.	The Harlee's			Tallahassee, Fla.	Mendelson's
Jackson, Mich.	Glasgow's			Toppenstein, Wash.	Steinberg Bros.
Jacksonville, Tex.	3 Beall Bros.			Tucson, Ariz.	Korby's Dept. Store
Janeville, Wis.	J. M. Bostwick & Sons			Waco, Tex.	R. E. Cox D. G. Co.
Johnson City, Tenn.	King's			Waterbury, Conn.	
Johnstown, Pa.	Glosser Bros.				Grieve, Bisset & Holland
Kalamazoo, Mich.	J. R. Jones & Sons Co.			Wheeling, W. Va.	L. S. Good & Co.
Kankakee, Ill.	Fair Store			Whittier, Cal.	Hinshaw's
Kosciusko, Miss.	Leonard's			Willimantic, Conn.	H. C. Murray Co.
Lansford, Pa.	Bright Stores				
Laurel, Miss.	Fine Bros. Matisons Co.				
Lehighton, Pa.	Bright Stores				
Lexington, Ky.	Bright Stores				
Lima, O.	Ben Snyder				
Logan, W. Va.	Gregg's				
Lubbock, Tex.	Logan Mercantile Co.				
Macon, Ga.	Dunlap Co.				
Madison, Ill.	Burden Smith & Co.				
Manitowoc, Wis.	Glik Co.				
Marion, Ind.	Schuette Bros. Co.				
Massillon, O.	The Ideal Co.				
Maysville, Ky.	Merz Bros.				
Middletown, Conn.	Wrubel's				
Minot, N. D.	Ellison's				
Moberly, Mo.	Patterson's				
Murfreesboro, Tenn.	Goldstein's				
Natchez, Miss.	James J. Cole & Co.				
Nevada, Mo.	Moore's Dept. Store				
Newark, O.	King Dept. Store				
New Britain, Conn.	Raphael's Dept. Store				
Niagara Falls, N. Y.	Krausmann's				
Ogdensburg, N. Y.	Ogdenburg, Nathan Frank's & Sons				
Olean, N. Y.	The Kinter Co.				
Opelousas, La.	Abdalla's				
Owensboro, Ky.	S. W. Anderson Co.				
Painesville, O.	Carlisle Allen Co.				
Pawtucket, R. I.	New York Lace Co.				
Peekskill, N. Y.	J. R. Jones Store				
Piqua, O.	George Benkert & Co.				
Pontiac, Mich.	The Lion Store				
Port Huron, Mich.	The Winkelman Co.				
Portsmouth, Va.	Blumberg's				
Quincy, Fla.	J. S. Shaw Co.				
Reno, Nev.	Gray, Reid, Wright Co.				
Riverhead, N. Y.	Jacob Meyer				
Rome, Ga.	Fahy Store				
Saginaw, Mich.	Winkelman's				
Salisbury, N. C.					
Purcell's (Richard Dobkin)					
San Angelo, Tex.	Cox-Rushing-Greer Co.				
Savannah, Ga.	Leopold Adler Co.				
Seaford, Md.	Rosenthal's				



Photographed in Schumacher's Frank Lloyd Wright Room

"House Beautiful's Frank Lloyd Wright issue spearheaded our most successful promotion!"

writes Edwin H. Bostick, Advertising Manager of F. Schumacher & Co.

"Our Taliesin Line of Frank Lloyd Wright fabrics and wallpapers launched in this special issue, November 1955, proved an immediate and continuing success. The Taliesin Line accounts for a substantial percent of our sales.

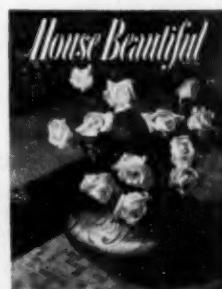
"2,480 decorators bought Schumacher sample books and kits at \$35 each!"

"...HOUSE BEAUTIFUL always generates enthusiastic dealer response to our merchandising tie-in programs. And...consistently produces favorable consumer response at a pleasantly low cost per inquiry compared with any other

consumer magazines we use.

"With such splendid results, our continued advertising to this productive audience — both consumer and dealers — is assured."

You, too, can profit from this richly responsive market—650,000 Pace Setter families who want the best and can afford to buy the best. With 5.2 readers per copy, HOUSE BEAUTIFUL offers you a choice audience of 3½ million men and women — including 56,000 subscribers actively engaged in retail and building trades. Ask our representative for full details.



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Chicago • Cleveland • Detroit
Los Angeles • Miami • Tyler

EVERYONE GETS A SHARE HERE!



That's the way it is in South Bend, Indiana, too. 263 employers share 96,000 workers. The biggest employer, Bendix Aviation, hires only 12½% of the total South Bend payroll. There's a healthy division of manufacturing and non-manufacturing personnel—46% are in the former category; 54% in the latter. Even when certain types of business fluctuate, South Bend family incomes stay near the top in the Nation. Write for free market data book.

The South Bend Tribune



*The South Bend, Ind. Markets:
7 Counties, 1/2 Million People*

Franklin D. Schurz — Editor and Publisher
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

chain organization Tiendas Monterrey.
Manila, Philippine Islands
Berg Department Store, Inc., one of
Manila's leading department stores.
Mexico City, Mexico
Sanborn Hnos., famous specialty store
with branches in Monterrey and
Acapulco.
Montevideo, Uruguay, So. America ..
Henderson & CIA, "La Tienda Inglesa," among Uruguay's leading
department stores.
Ottawa, Canada
Murphy Gamble, Ltd., largest specialty
store in Ottawa.
Quebec, Canada
Le Syndicat de Quebec, Ltd., Quebec's
most modern department store.
Rio de Janeiro, Brazil, So. America ..
A. Exposicao Modas S. A., largest de-
partment store in Brazil.
Sao Paulo, Brazil, So. America ..
A. Exposicao Clipper S. A., prominent
department store.
Stockholm, Sweden
Ahlen & Holm AB, department store
with chain of 24 Tempo stores through-
out the country.
Toronto, Canada
John Northway & Son, Ltd., ladies and
childrens specialty store.

Mercantile Stores Co., Inc.

Aiken, S. C. Aiken White Store Co.
Augusta, Ga. J. B. White & Co.
Aurora, Colo. Aurora Joslin's Store Co.
Bellingham, Wash.
Bellingham MacDougall & Southwick
Store Co.
Boulder, Colo. Boulder Joslin Store Co.
Bowling Green, O.
Bowling Green Lion Store Co.
Butte, Mont. Hennessy Co.

Chehalis, Wash. Chehalis Peoples Store Co.
Columbia, S. C. J. B. White & Co. (Columbia)
Duluth, Minn. Duluth Glass Block Store Co.
Englewood, Colo. Englewood Joslin Store Co.
Fargo, N. D. The O. J. deLendrecie Co.
Fremont, O. Fremont Lion Store Co.
Greeley, Colo. Greeley Joslin Store Co.
Independence, Mo. Independence Jones Store Co.
Jeffersonville, Ind. J. Bacon & Sons
Lakewood, Colo. Lakewood Joslin Store Co.
Livingston, Mont. Livingston Hennessy Store Co.

Middletown, O. McAlpin Co.
Montgomery, Ala. Montgomery Fair Co.
Mount Vernon, Wash. The MacDougall & Southwick Co.

Muskogee, Okla. Muskogee Jones Store Co.
Nanticoke, Pa. Nanticoke Lazarus Store Co.

Opelika, Ala. Opelika Montgomery Fair Co.

Orangeburg, S. C. Orangeburg White Store Co.

Paris, Ill. Paris Root Store Co.
Pensacola, Fla. Pensacola Gayfer Store Co.

Pittsburg, Kan. Pittsburg Jones Store Co.
Pittston, Pa. Pittston Lazarus Store Co.

Port Angeles, Wash. Peoples Port Angeles Store Co.

Robinson, Ill. Robinson Root Store Co.
St. Matthews, Ky. Bacon's St. Matthews Store Co.

Shamokin, Pa. The Lazarus Store
Shelbyville, Tenn.

Shelbyville Castner Store Co.
Shively, Ky. Shively Bacon Store Co.

Sullivan, Ind. Sullivan Root Store Co.
Terre Haute, Ind. Root D. G. Co.
Wenatchee, Wash.

Wenatchee MacDougall & Southwick
Store Co.

Wilkes-Barre, Pa. The Lazarus Store
Yakima, Wash.

Yakima MacDougall & Southwick Co.

Mercantile Stores Co., Inc. (Foreign Dept.)

Brantford, Ont., Canada

The Right House, Ltd.
Galt, Ont., Canada .. R. A. Briscoe, Ltd.

Hamilton, Ont., Canada ..
Thomas C. Watkins, Ltd.

Mutual Buying Syndicate, Inc.

Allentown, Pa. Hess Bros.

Binghamton, N. Y. Fowler, Dick & Walker

Davenport, Ia. Petersen-Harned-Von Maur

Dubuque, Ia. Roshek Bros.

Hutchinson, Kan. Wiley's

Lawrence, Mass. A. B. Sutherland Co.

Lexington, Ky. The Purcell Co.

Portland, Me. Porteau Mitchell-Brau

Roanoke, Va. Heironimus of Roanoke

Scranton, Pa. Cleland Simpson Co.

Sheboygan, Wis. H. C. Prange Co.

Topeka, Kan. Crosby Bros.

Wheeling, W. Va. Stone & Thomas

Wichita Falls, Tex.

Perkins Timberlake Co.

Williamsport, Pa. L. L. Stearns & Sons

York, Pa. The Bon-Ton Dept. Store

Mutual Buying Syndicate, Inc. (Foreign Dept.)

Ottawa, Canada A. J. Freiman, Ltd.

Quebec, Canada .. Maurice Pollock, Ltd.

O'Shaughnessy, Dewes & Klein

Albany, Ga. Churchwell's
Abilene, Tex. Lintz Dept. Stores
Albion, N.Y. Landauer's
Amsterdam, N.Y. M. Lurie & Co.
Atlantic, Ia. Bullock & Sons
Austin, Minn. Fante Bros. Co.
Ballinger, Tex. Lintz Dept. Stores
Bedford, Va. Piedmont Stores
Bellingham, Wash. Horn's
Billings, Mont. D. J. Cole Co.
Bloomington, Ind. Schmalz Dept. Store
Boise, Idaho. I. D. Falk's Store
Caldwell, Idaho. Idaho Dept. Stores
Carthage, Mo. Killingsworth's
Catskill, N.Y. Lerner's New Dept. Store
Central City, Ky. Chas. Rubenstein & Son
Charlottesville, Va. C. H. Williams & Co.
Cheraw, S.C. B. C. Moore & Sons
Chillicothe, O. M. Schachne & Sons
Cleburne, Tex. Lintz Dept. Stores
Columbia, Tenn. Anderson Bros. & Foster
Colville, Wash. Barman's Dept. Store
Commerce, Ga. Jay's Dept. Store
Daytona Beach, Fla. Linden's Vogue
Dexter, Me. J. Koritsky
Dodge City, Kan. Eckles Dept. Store
Dover-Foxcroft, Me. J. Koritsky
Dublin, Ga. Churchwell's
Eau Claire, Wis. Wm. Samuelson D. G. Co.

Emmett, Idaho. Idaho Dept. Store
Endicott, N.Y. Burt Co.
Fairborn, O. Fairborn Dept. Store
Fond du Lac, Wis. O'Brien D. G. Co.
Fort Dodge, Ia. Fante Bros. Co.
Gainesville, Ga. Millner's
Gloversville, N.Y. M. Lurie & Co.
Grayson, Ky. Rupert's Dept. Store
Great Bend, Kan. Lischensky D. G. Co.
Greenville, Miss. Sam Stein Co.
Guthrie, Okla. Lintz Dept. Stores
Headquarters, Tex. Terry-Farris Stores
Henderson, N.C. E. G. Davis & Sons Co.

Hermiston, Ore. Burnham's Dept. Store
Hoosick Falls, N.Y. M. Lurie & Co.
Hutchinson, Kan. Beardslee D. G. Co.
Jackson, Tenn. A. S. Lindy Sons & Co.
La Crosse, Wis. Fante Bros. Co.
Lakewood, Colo. Howell's
Lawton, Okla. Lintz Dept. Stores
Lebanon, Ore. Britton's
Lewiston, Ida. Idaho Dept. Stores
Little Falls, N.Y. M. Lurie & Co.
Magnolia, Ark. Dillard's
Marcus Hook, Pa. Mark's Dept. Store
Marietta, Ga. Saul's Dept. Store
Marshalltown, Ia. Fante Bros. Co.
Marysville, Cal. Jang Stores
McAllen, Tex. Terry-Farris Stores
Miami, Okla. Milner-Berkey
Midland, Tex. Grammer-Murphy
Montpelier, Ida. Allinger Co.
Moultrie, Ga. Friedlander Corp.
Mount Vernon, Ill. Mammoth Shoe, Clothing & D. G. Co.

Nampa, Ida. Idaho Dept. Stores
Natchez, Miss. H. F. Byrne Co.
Newburyport, Mass. H. W. Pray Co.
North Adams, Mass. M. Lurie & Co.
Old Hickory, Tenn. Sullivan's Dept. Store

Oregon City, Ore. J. C. Cochran Co.
Pasadena, Cal. Alpert's Yardstick Stores
Pauls Valley, Okla. Lintz Dept. Stores
Plattburg, N.Y. Merkel's
Pocatello, Ida. Idaho Dept. Stores
Pomona, Cal. Hiatt's
Portsmouth, O. Bragdon D. G. Co.
Potsdam, N.Y. Lewis & Co.
Puyallup, Wash. Elvins Dept. Store

Salem, Va. Piedmont Stores
St. Joseph, Mo. United Dept. Stores Co.
St. Petersburg, Fla. Willson-Chase Co.
Salina, Kan. Salina Merc. Co.
Santa Ana, Cal. Alpert's Yardstick Stores

Schenectady, N.Y. The Lewis Shop
Scranton, Pa. Rice's
Selma, Ala. Levy's

Sioux City, Ia. Fante Bros. Co.
Sioux Falls, S.D. Shriver's
Springfield, Mo. Killingsworth's
Springfield, Mo. Plummer D. G. Co.
Springfield, Ore. Alexander's Dept. Store
Springfield, Tenn. Randolph House & Co.

Tallahassee, Fla. Annette's
Tarboro, N.C. W. S. Clark & Sons
Terrell, Tex. Lintz Dept. Stores
Texarkana, Ark. Dillard's
Tuscaloosa, Ala. Brown's Dept. Store
Twin Falls, Ida. Idaho Dept. Stores
Valdosta, Ga. Famous Store
Wadesboro, N.C. B. C. Moore & Sons
Waukesha, Wis. Stern's
Waycross, Ga. Churchwell's
Woodstock, Va. Wender's Dept. Store
Yankton, S.D. Fante Bros. Co.

William M. Van Buren, Inc.

Amarillo, Tex. White & Kirk
Asheville, N.C. Carroll & Co.
Augusta, Ga. Cullum's
Boise, Ida. The Mode
Burlington, Ia. J. S. Schramm Co.
Columbus, S.C. Haltiwanger's
Columbus, Ga. Kiralfy's
Coronado, Cal. Lelah Elgin
Duluth, Minn. Ed. F. Wahl Co.
Evanston, Ill. Edgar A. Stevens
Eugene, Ore. Russell's
Greensboro, N.C. E. L. Brownhill
Greenville, Miss. Nelms & Blum
Jackson, Miss. Giles, Inc.
Lawton, Okla. The Dixie Store
Lexington, Ky. Wolf, Wile Co.
Macon, Ga. Goldmans
Madison, Wis. Simpson's
Montgomery, Ala. Al Levy's
Oak Park, Ill. Wm. Y. Gilmore & Sons
Portland, Me. J. E. Palmer Co.
Rochester, Minn. C. F. Massey Co.
Rocky Mount, N.C. Rosenbloom-Levy
Santa Cruz, Cal. Samuel Leask & Sons
Savannah, Ga. Fine's
Waco, Tex. Bauer-McCann
West Hartford, Conn. Gilman, West Hartford
West Palm Beach, Fla. Anthony & Sons

Charles Weill, Inc.

Alexandria, Minn. The Herberger Co.
Alhambra, Cal. Butler Brothers
Antigo, Wis. Glowen's
Atlantic City, N.J. The National
Baraboo, Wis. G. R. Herberger
Beaumont, Tex. The White House D. G. Co.

Berkeley, Cal. J. F. Hink & Son
Berwick, Pa. Racusin's
Biddeford, Me. Butler's Dept. Store
Billings, Mont. Hart-Albin Co.
Biloxi, Miss. Austin's
Bloomsburg, Pa. Racusin's
Bowling Green, O. Kessel's
Bradford, Pa. A. J. Olsen Co.
Bristol, Pa. Fashion Fair
Bristol, Va. Nettie Lee Shop
Brockton, Mass. Fraser's, Inc.
Brownsville, Tenn. Felsenthal's Dept. Store

Butte, Mont. Butler Bros.
Chagrin Falls, O. The Brewster & Church Co.
Cheyenne, Wy. Fowler's
Council Bluffs, Ia. The John Beno Co.
Derby, Conn. Howard & Barber Co.
Duluth, Minn. Minnesota Dept. Store
East Liverpool, O. A. J. Olsen Co.
El Dorado, Ark. Eldorado House
Fairbury, Ill. Walton Dept. Store
Fayetteville, Ark. Boston Store D. G. Co.
Findlay, O. Kessel's
Fort Smith, Ark. Boston Store D. G. Co.
Fostoria, O. Kessel's
Freeland, Pa. Myer Racusin
Freemont, O. Fashion Shop
Grand Forks, N.D. Herberger's
Hammond, La. Rosenblum's Dept. Store
Hibbing, Minn. G. R. Herberger
Hingham, Mass. Jayne's
Holyoke, Mass. McAuslan & Wakelin
Hutchinson, Kan. Pegues Wright Co.
Jackson, Tenn. Holland D. G. & Clothing Co.

Johnson City, Tenn. Nettie Lee Shop
Kingsport, Tenn. Nettie Lee Shop
La Crosse, Wis. Wm. Doerflinger Co.
Lakewood, O. Lakewood Style Shop
Lincoln, Neb. Gold & Co.
Lock Haven, Pa. Smith & Winter
Logansport, Ind. A. J. Olsen Co.
Long Branch, N.J. Vogel's
Lowell, Mass. Liberty Stores, Inc.
Lubbock, Tex. Cobb's Dept. Store
Lynn, Mass. Burrows & Sanborn
Madison, Wis. Emporium Co.
Manistee, Mich. A. P. Kennedy & Son
Marshfield, Wis. McCain Johnson Co.
Michigan City, Ind. Carsten's Bros.
Middleton, N.Y. Carson & Towner
Milan, Tenn. Style Shop
Morristown, Tenn. Nettie Lee Shop
New Albany, Ind. The Fair Store
New Milford, Conn. Joseph Golden & Sons

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New Ulm, Minn. G. R. Herberger
Norwalk, O. Fashion Shop
Oakridge, Tenn. Nettie Lee Shop
Ontario, Cal. Butler Bros.
Oskaloosa, Ia. Herberger-Cruise
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Rice Lake, Wis. G. R. Herberger
Saginaw, Mich. Seitzer Bros.
Saint Cloud, Minn. Herberger-Hart Co.

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Shreveport, La. Palais Royal
Sidney, O. Kessel's
Sioux City, Ia. Younker-Davidson's
Springfield, Ill. Myers Bros.
Springfield, Mo. Levy Wolf

Topeka, Kan. Pelletier Stores Co.
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Van Nys, Cal. Butler Bros.
Vineland, N.J. Alvin's
Virginia, Minn. G. R. Herberger
Watertown, S.D. G. R. Herberger
Waterville, Me. Butler's Dept. Store
Weymouth, Mass. Jayne's
Wilkes-Barre, Pa. Bergman's Dept. Store

Wood Ridge, N.J. Terry's
Woonsocket, R.I. McCarthy D. G. Co.

Reprints of this article will be available in about two weeks at 50 cents per copy. Write: Reader's Service Department, SALES MANAGEMENT, 386: Fourth Ave., New York 16, New York.

SALES GAINS AND LOSSES

Current operating statements show these changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago: Key: f indicates fiscal year.

Company	Period	1956	1955	Company	Period	1956	1955
Admiral Corp.	3 mo.	\$ 48.6	\$ 50.0	Brunswick Drug Co.	3 mo.	\$ 15.1	\$ 12.8
Aeroquip Corp.	6 mo.	15.4	10.5	Burlington Industries, Inc.	6 mo.	340.8	259.8
Air Associates, Inc.	6 mo.	6.2	6.1	Byers (A.M.) Co.	6 mo.	14.3	9.2
Albermarle Paper Mills Co.	1 yr. f	26.7	20.1	Canada Dry Ginger Ale	6 mo.	35.5	32.7
Aico Products, Inc.	3 mo.	30.9	26.6	Carpenter Paper Co.	3 mo.	19.9	16.9
Allis-Chalmers Mfg. Co.	3 mo.	140.5	126.3	Carpenter Steel Co.	3 mo.	16.7	11.7
Amer. Greetings Corp.	1 yr. f	23.5	21.4	CecoSteelProductsCorp.	3 mo.	14.8	12.0
Amer. News Co.	3 mo.	41.8	42.8	Celanese Corp. of Amer.	3 mo.	48.4	45.8
Amer. Radiator & Stan. Sanry.	3 mo.	96.1	91.0	Chrysler Corp.	3 mo.	742.3	958.1
Amer. Rock Wool Co.	1 yr. f	11.9	9.1	Collins & Aikman Corp.	1 yr. f	51.1	44.1
Anheuser-Busch, Inc.	3 mo.	47.4	45.2	Columbia Broadcasting System	3 mo.	88.4	77.7
Armclo Steel Corp.	3 mo.	189.9	154.7	Consol. Cigar Corp.	3 mo.	16.4	14.6
Arvin Industries, Inc.	3 mo.	15.3	17.1	Crane Co.	3 mo.	79.2	68.1
Beckman Instruments, Inc.	9 mo.	20.3	15.1	Cummins Engine Co.	3 mo.	24.7	17.3
Bigelow-Sanford Carpet Co.	3 mo.	20.5	21.1	Dan River Mills, Inc.	3 mo.	24.2	22.2
Booth Fisheries Corp.	43 wks.	35.6	32.8	DuMont (Allen B.) Labs	3 mo.	11.6	16.0
Briggs Mfg. Co.	3 mo.	6.3	6.9	Emerson Electric Mfg. Co.	6 mo.	27.0	17.2
Bruce (E. L.) Co.	9 mo.	26.5	21.6	Emhart Mfg. Co.	3 mo.	6.8	5.2
Bruning (Chas.) Co.	3 mo.	9.0	7.3	Emesco Mfg. Co.	3 mo.	8.6	6.1
Brunswick-Balke-Collender	3 mo.	6.9	5.6	Foremost Dairies, Inc.	3 mo.	86.7	82.6

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Company	Period	1956	1955
Franklin Stores Corp.	9 mo.	\$ 26.3	\$ 22.6
Frito Co.	3 mo.	5.9	4.8
General Precision Enpt.	3 mo.	32.6	34.2
Georgia-Pacific Plywood	3 mo.	24.1	21.7
Glatfelter (P. H.) Co.	3 mo.	5.2	4.5
Goebel Brewing Co.	3 mo.	3.3	4.8
Great Northern Paper	12 wks.	14.9	11.3
Handy & Harman	3 mo.	19.5	18.8
Harris-Seybold Co.	9 mo.	29.6	27.8
Hazel-Atlas Glass Co.	1 yr. f	78.4	78.7
Hertz Corp.	3 mo.	11.9	8.4
Interchemical Corp.	3 mo.	27.2	23.7
Internat. Minerals Chem.	9 mo.	66.2	69.3
Jaeger Machine Co.	9 mo.	11.5	7.4
Johnson & Johnson	3 mo.	61.3	57.9
Kalamazoo Veg. Parchment	6 mo.	28.0	23.7
Kendall Co.	12 wks.	25.2	23.0
Keystone Steel & Wire	9 mo.	84.1	68.8
Kroehler Mfg. Co.	3 mo.	20.1	15.4
Lockheed Aircraft Corp.	3 mo.	187.6	190.4
Luminator-Harrison	1 yr. f	12.2	10.9
MacMillan & Bloedel, Ltd.	6 mo.	84.5	82.6
Magnavox Co.	9 mo.	52.0	42.3
Maytag Co.	3 mo.	30.7	26.2
McCall Corp.	3 mo.	16.4	13.8
Mergenthaler Linotype Co.	6 mo.	15.3	11.5
Midwest Piping Co.	1 yr. f	19.1	22.0
Minn. & Ontario Paper	3 mo.	19.8	18.1
Minn. Mining & Mfg. Co.	3 mo.	75.7	63.3
Motorola, Inc.	3 mo.	53.1	51.8
Motor Products Corp.	3 mo.	61.2	57.5
Munsingwear, Inc.	3 mo.	6.6	6.4
National Airlines, Inc.	9 mo.	41.0	36.0
Nat. Automotive Fibres	3 mo.	15.7	23.3
National Can Corp.	3 mo.	12.5	10.8
Nat. Cylinder Gas Co.	3 mo.	31.4	22.3
Nat. Dairy Products Corp.	3 mo.	327.5	301.9
Nat. Vulcanized Fibre	3 mo.	5.5	4.3
Olympic Radio & Television	3 mo.	6.6	4.8
Outboard Marine & Mfg. Co.	6 mo.	59.7	39.5
Oxford Paper Co.	3 mo.	15.4	14.0
Pabco Products Corp.	3 mo.	28.0	26.3
Pacific Mills	6 mo.	51.4	65.3
Parker Appliance Co.	9 mo.	14.9	16.4
Peabody Coal Co.	3 mo.	25.6	21.6
Peoples Drug Stores, Inc.	3 mo.	14.2	13.3
Permanente Cement Co.	1 yr. f	43.0	39.5
Philco Corp.	3 mo.	92.4	96.8
Pitney-Bowes, Inc.	3 mo.	10.9	10.3
Poor & Co.	3 mo.	10.8	7.0
Porter (H. K.) Co.	3 mo.	34.2	23.6
Radio Corp. of Amer.	3 mo.	274.8	256.3
Reading Tube Corp.	3 mo.	7.3	6.0
Red Owl Stores, Inc.	1 yr. f	123.7	112.1
Republic Aviation Corp.	3 mo.	81.7	125.9
Richfield Oil Corp.	3 mo.	61.7	59.9
Riegel Textile Co.	28 wks.	51.8	43.7
St. Lawrence Corp.	3 mo.	19.7	15.5
Sangamo Electric Co.	3 mo.	11.0	8.2
Searle (G. D.) & Co.	3 mo.	6.8	6.5
Sheafer (W.A.) Pen Co.	1 yr. f	25.9	27.0
Sheller Mfg. Corp.	3 mo.	12.1	13.8
Siebler Corp.	9 mo.	11.7	8.2
Sterling Drug, Inc.	3 mo.	45.8	42.9
Stone Container Corp.	3 mo.	9.3	7.9
Studebaker-Packard Corp.	3 mo.	106.7	152.1
Sunbeam Corp.	1 yr. f	126.7	106.5
Sundstrand Machine Tool	3 mo.	12.5	10.4
Temco Aircraft Corp.	3 mo.	19.6	16.5
Textiles, Inc.	6 mo.	16.3	12.6
Titan Metal Mfg. Co.	3 mo.	12.9	10.7
Thalhimer Brothers, Inc.	1 yr. f	32.2	20.0
Thorofare Markets, Inc.	3 mo.	22.5	19.9
Trane Co.	3 mo.	17.6	12.1
Tung-Sol Electric, Inc.	3 mo.	12.9	11.8
Twin Coach Co.	3 mo.	6.7	6.1
U. S. Hoffman Machinery	3 mo.	22.0	9.9
Weyerhaeuser Timber Co.	3 mo.	76.3	71.7
		1955	1954
Atlanta Paper Co.	yr.	23.6	19.6
Channing Corp.	yr.	16.1	14.2
Curtis Companies, Inc.	yr.	20.3	18.1
Dynamics Corp. of Amer.	yr.	41.8	36.4
Hecht Co.	yr.	113.2	105.7
Macmillan Petroleum Corp.	yr.	13.7	14.0

SALES MANAGEMENT



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THE HUMAN SIDE BY HARRY WOODWARD



THE TAVERN THAT BEER BUILT . . . Rudy Schaefer paid for this authentic example of a Colonial inn, which graces Mystic's dockside.

Mystic Gets a Tavern, And a Sample of Good Public Relations

Without a tavern no seaport town is complete. And so the third-generation president of one of the East's larger breweries recently dedicated Schaefer's Spouter Tavern, a replica of the early American inns in which so much of Colonial history was enacted. The donor: R. J. Schaefer, president of The F. and M. Schaefer Brewing Co. The place: Mystic, Conn., scene of a faithful waterfront restoration—a block lifted out of history, cobbled and lined with ancient buildings, flanked with such stalwart whaling vessels as the Morgan—the most popular tourist attraction in Connecticut.

Rudy Schaefer loves antiques and old buildings, ships of all sorts. And for some time he had been a member of the Mystic Marine Historical Association which, in 1929, began its long, laborious research which has made Mystic waterfront a 17-acre "attic of the sea." There was, Rudy Schaefer knew, a waterfront inn which thrived during Mystic's whaling era. And he determined that such an inn, warm, welcoming, would grace the street in its final form. He began, several years ago, looking for the right building—and the right bar to crown its tap room. He was given

a free hand because the historical association respected his judgment and because Schaefer wasn't planning to dip into the association's funds to erect his dream inn. He was paying for it out of his own pocket. What more perfect gesture could a brewer make than to present this unique street with an inn?

But finding a bar which was authentic, which had not been despoiled over the centuries, was a tough nut to crack. A respectable tavern of the period had none of the characteristics of a grog shop. It was furnished and appointed in keeping with the class of people who were its patrons—good citizens, who used its keeping rooms to conduct business and often to run the township. And Rudy Schaefer felt that by recreating a fine tavern for his beloved Mystic he would do a service to tavern keepers everywhere, as well as adding to Mystic's restoration.

His search for a bar ended in New Hampshire. There he found an old inn which had run until the early 1950's. Its lovely old tap room was almost exactly as it was when America was young and Independence was but a dream. Schaefer couldn't believe his eyes when he saw the bar: No

chrome had been added, nothing had been sawed or nailed or disfigured. The bar was perfect. It probably looks better, he says, than when its patrons wore knee breeches. For two hundred years of polishing with wax and elbow grease had put a soft patina on its surfaces. Even the back boards were unmarred.

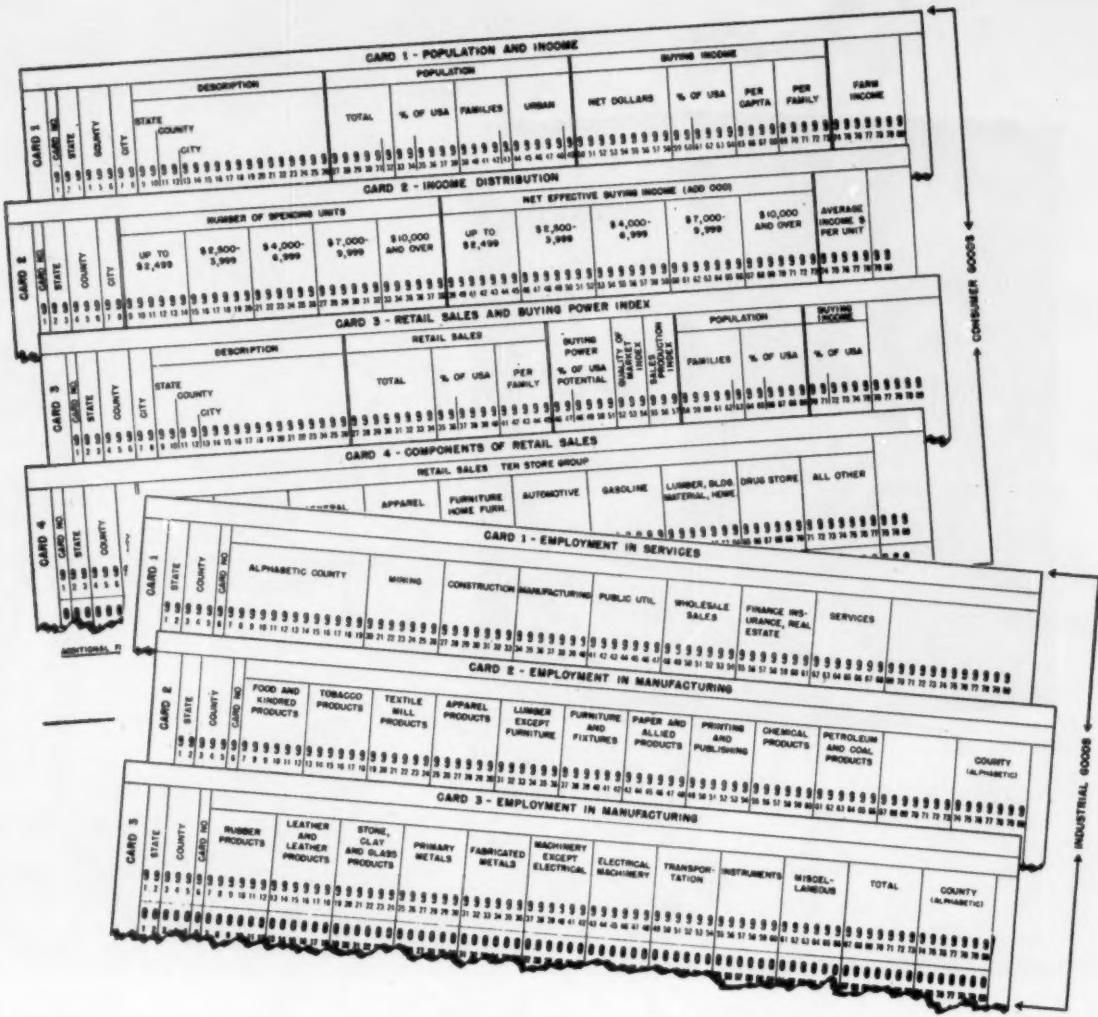
So began the completion of the Schaefer dream. The building, erected from old materials—lumber, hardware, glass—taken from ancient, derelict buildings, runs true to historic form. The floor plan comes from the Stoddard, N.H., inn which produced the bar. The building even includes an ancient and humorous white lie which prevented many a Colonial family battle. For the inn at Stoddard boasted a host of enormous tact and understanding. He had a sign placed on the tap room door saying "Office." On the office door he placed a sign "Tap Room." A New Hampshire gentleman, cursed with a thirst and, too often, with a wife who looked askance on spirits, would simply clear his throat murmur something like, "Pardon, m'lve . . . I must see mine host in his office."

Today Mystic's waterfront boasts some three dozen buildings and 55 ships that are part of the Mystic "see and touch" museum. If you're sure-footed enough, you might even climb a rope walk.

The F. and M. Schaefer Brewing Co. is a public relations-minded organization, due, largely, to Rudy Schaefer's philosophies. Although millions of dollars are spent in advertising, the beverage industry's reputation, he believes, has probably not been lower since repeal. Part of this is due to what Schaefer terms "phony performance": advertising that does not ring true. Long an advocate of realism in public relations (he was one of the founders of the brewers' "Beverage of Moderation" campaign), he believes in his company appealing to people in terms of their specific interests and activities. Accordingly, his company has broken down the markets in which its products are sold in terms of the potential consumers and their interests, planned a program of making friends in each of these population areas. The company sponsors salt water fishing events, bowling contests, free sports movies, the Schaefer Housewives' Opinion Poll.

And as far as the company is concerned, the dedication of Schaefer's Spouter Tavern is just one more piece in the jigsaw puzzle of company activities.

The End



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CLEVELAND: THE MAN FROM KYW-TV is Tom Haley, who brings a big television following to his brand new *Morning Surprise*. Fast-paced variety makes it Cleveland's big morning show.



SAN FRANCISCO. THE MAN FROM KPIX is Sandy Spillman (accompanied by Faye Stewart). Their *Morning* show has twice the 8:30 to 9:00 a.m. weekday audience of the number two show.



PITTSBURGH: THE MAN FROM KDKA-TV is Wayne Griffin. 9:00 to 10:00 a.m. weekdays, week after week and month after month, he has almost all the Pittsburgh TV audience. Mama, what a salesman!

NO SELLING CAMPAIGN IS COMPLETE



WHEN PAPA'S GONE TO WORK?

Mama can hardly wait until papa gets out of the house before she turns on the TV set and settles happily down to an interlude with The Man From WBC. In four of the biggest and juiciest markets, he has the mamas charmed. What a fine fellow to have

on your side when mama's getting ready to go out to the store! *S-s-s-t.* *This can be arranged.* Simply pick up the phone and call A. W. "Bink" Dannenbaum, WBC General Sales Manager, MUrray Hill 7-0808, New York, or your WBC station.



WESTINGHOUSE BROADCASTING COMPANY, INC.

RADIO

BOSTON—WBZ+WBZA
PITTSBURGH—KDKA
CLEVELAND—KYW
FORT WAYNE—WOWO
PORTLAND—KEX

TELEVISION

BOSTON—WBZ-TV
PITTSBURGH—KDKA-TV
CLEVELAND—KYW-TV
SAN FRANCISCO—KPIX

KPIX REPRESENTED BY THE KATZ AGENCY, INC. • ALL OTHER STATIONS REPRESENTED BY PETERS, GRIFFIN, WOODWARD, INC.

WITHOUT THE WBC STATIONS

Support the Ad Council Campaigns

NEW SELLING AID BRINGS YOU MORE SALES-FASTER



BESELER
VU-GRAF OVERHEAD PROJECTOR

Projects pictures in brilliant color to an audience of 4 or 400 easily! And in a fully lighted room. Vu-Graph gives you startling new ways to explain and sell your product advantages.

BESELER
VU-GRAF lends drama to yoursales talk — importance to your product. When your customers KNOW more about your product they are more likely to BUY. Sell your products with impact. Use the **BESELER VU-GRAF** at your next sales presentation.

Write to Beseler for a Free Demonstration and for the colorful brochure: "Get the Point Across."

CHARLES *Beseler* COMPANY
219 So. 18th ST., EAST ORANGE, N. J.

Oravisual
all-purpose
portable
Whiteboard
easel

Model A 302

Replaces blackboard. Uses large, clean paper pads—which we stock. This versatile all aluminum easel is also equipped for showing turn-over charts or cardboard charts of almost any size. Rugged yet light in weight. Folds like magic for easy carrying or storage.

Many other models available.
Write for free catalogue.

ORAVISUAL COMPANY, INC.

Factory & General Offices
Box 609 Station A St. Petersburg, Fla.

TOOLS FOR SELLING

Educational Materials Sell Tomorrow's Consumers Now

Diversified programs for tots and students use such media as charts, games, comic books and literature in "boy and girl talk" to begin influencing buying decisions in 1970.

An Aluminum Company of America wall chart, designed for slow, steady institutional promotion, has won a national award within a few weeks of its release. The six-color piece will enter its third exhibit, June 4-8, at New York's Madison Hotel under the auspices of the Lithographers National Association which gave it the award.

High school science classes are the setting for which this husky youngster was intended. It belongs to a little-publicized group of student aids made available by American industry. Consumers now being born at the rate of one every eight seconds will make comparatively few buying decisions until the 1970's. But there are alert manufacturers who see to it that all-important first impressions are made long before then.

Supplier Also Learns

Alcoa has been placing flip charts in some 1,500 high schools each year since 1935. Many of these are near the firm's plants where numerous students become friendly neighbors or employees as well as consumers.

Alcoa's new chart grew out of considerable teacher contact. This resulted in major changes in the original rather flimsy two-color charts to afford a permanent, bright addition to the class room.

A sliding, aluminum "thumb" allows the chart to be opened to double its 16" x 21" hanging size when in use. A stepped thumb index permits the four heavy pages to drop in sequence at the flick of a finger. A card with plastic bubbles containing samples of bauxite and aluminum in different production stages accompanies the chart for passing from hand to hand.

Consolidated Lithographing Corp., Carl's Place, Long Island, N.Y., produced this Alcoa ensemble. Art: L. Paul Schweinberg Studios, Pittsburgh.

In manufacturers' preparation of

such student materials, several rules of thumb have emerged which are working hypotheses rather than flat statements of fact:

1. You can lead a horse to water, but! Among the wealth of booklets which American business makes available to children, some seem focused more on a firm's story than on a child's interests. The Borden Co., 350 Madison Ave., New York, avoids any appearance of this in *Elsie's Fun-book*, a 20-page, full-color activity book which it sends on request.

Borden's famous cow trademark doesn't even dwell on such a popular topic as ice cream but appears on page after page with simple instructions for making working toy planes and guns, lessons in magic and sports and pages of rainy day or sickbed games.

2. A subject unrelated to real or play situations arouses less enthusiasm than one promising to enhance the individual's life. How many graduates of summer camps or scout troops retain the knowledge of fancy knots which they learned on a piece of sash cord?

Useful Promotion

In its free book, *Useful Knots and How to Tie Them*, Plymouth Cordage Co., Plymouth, Mass., begins with tying shoelaces and progresses through knots for packaging and boating. A chapter "How to Make a Lariat" by a national expert will be popular with junior cowboys.

3. Anything which would involve a change in one's established patterns tends to be resisted. With this in mind, the educational department of General Electric Co., Schenectady, does not attempt to convert children into text readers. It presents an accurate, exciting picture of the electrical industry's past, present and future through the medium of free comic books. Current titles are *Man-Made Magic*, *Electricity Around Us*,

Network of Power, Inside the Atom, Adventures into the Past, The Story of Light, A Story of Electronics, Adventure into the Future, and Land of Plenty.

4. There is particular appeal in material which not only refrains from making demands but offers to lift a load off the prospect's shoulders. *Charm* magazine offers young girls the services of its job department, 575 Madison Ave., New York. On request, *Charm's* experts swing into action, gather all pertinent material from the specified field or locality, and forward it without charge.

Full Details Please

5. A view of "the whole picture" from which the prospect can feel that he is making his own selection has more appeal than an apparently slanted approach. This is one of the confidence winning aspects of *Charm's* service. *Glamour* magazine, 420 Lexington Ave., New York, corresponds with some 2,000 girls a month on the subject of schools as well as jobs. Besides copious data, sources of additional information are included.

6. Confidence is won by establishing that the prospect is accepted the way he is. Any consideration of possible reforms should proceed from this basis, not from negative fault-finding which the prospect experiences as a rejection.

Weight-conscious teen-agers and their elders are told that they need not give up sugar in *Domino's New Reducing Diet Menu Booklet* sent on request from The American Sugar Refining Co., Box 203, New York.

7. The teacher attitude that "you can't trust the student," is under attack in the educational field at present. Ford Motor Co. has seized the opportunity to get on the students' side. Its free booklet *How Long Is a Rod* makes an interesting and historical presentation of the scales and mathematics of measurement. "Surprise your teacher," Ford suggests.

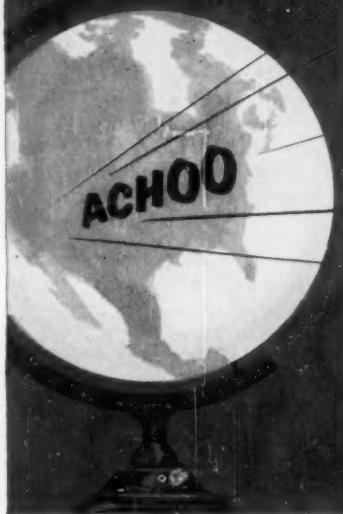
8. Appealing to children is not simply a matter of basic English. They appreciate premiums which may have little meaning for an adult. American Airlines issues "official" certificates and rings to boys and girls, designating them junior pilots.

Hundreds of firms have seen to it that their literature and gift offers are included in two publications of Bantam Books, Inc., New York. The publisher issues the titles *1001 Valuable Things You Can Get Free*, and *A Wonderful World for Children, Free*, 35-cent books they plan to update from time to time. *The End*

Your salesman's dealers or his competition . . .

can't sneeze

without his knowing it!



Your salesman's ACB report covers every newspaper ad in his territory . . . his own dealers . . . competitive dealers . . . his own and competitive national releases. He's in touch with the far corners constantly . . . putting out fires . . . starting fires of his own. The salesmanager gets a copy of the same Report. It's more profitable to have these Reports than do without them.

RETAIL STORE REPORTS



Will give you all details of every advertisement you want to see if it is published in a daily or Sunday newspaper in the United States . . . what dealer is advertising what brands at what prices . . . what newspaper on what date, what size . . . what price on merchandise and what premiums or deals if any.

Free salesman's time for customers, by eliminating his searching various newspaper office files for these ads.

At sales and advertising headquarters you can compare salesman's performance in advertising support . . . follow switches by dealers . . . rate your comparative dealer support . . . keep tab on free advertising received from dealer; estimate your cooperative commitments from week to week; cuts time on writing and reading reports.

SCHEDULE LISTINGS



Covers national advertising—tells where competitive campaigns are breaking. Can be supplemented with Linage & Cost Summary Reports if desired.

PASTE-UPS FOR SALESMEN



All pertinent ads appearing in specified towns are mounted onto "accordion fold" exhibits for salesmen's use.

ADDITIONAL SERVICES

11 additional services are available. Described in ACB Catalog sent free on request, or contact nearest ACB office.



The Advertising Checking Bureau, Inc.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER

*in sailing
over the seas . . .*



or selling overseas . . .

YOU NEED AIR TO MOVE FASTER!

Air cargo movement — often cheaper than ocean — cuts costs for your customers — gives them more dollars for your goods!

"Water on the Brain," the folder prepared by Air Express International for you . . . shows how to sell more by reducing delivery time, inventories, and *actual transportation costs* for your consignees overseas. See how this frees dollars to increase the size and frequency of your orders. Send for it TODAY!

Ask about AEI's Golden Rocket Service — fastest across the North Atlantic — with next day arrival in Europe!

Comparison of Shipping Costs OCEAN vs. AIR		
From New York to Caracas, Venezuela	OCEAN	AIR VIA AEI
Total Charges	\$7947.83	\$5641.37
Total Time in Transit	2 weeks	5 days
On just one shipment . . . this shipper saved 8 DAYS' DELIVERY TIME AND \$2,306.46		



AIR EXPRESS

INTERNATIONAL CORP.

90 Broad St., New York 4 • BO 9-0200

The world's first Air Express International Network — not affiliated with any other air express company.

— Air Express International Corp.
90 Broad St., New York 4, N. Y.

Gentlemen:

Send me the following —

- "Water on the Brain" Folder
- Golden Rocket Folder
- Other FREE Literature

Name _____ Position _____

Firm Name _____

Address _____

City _____ Zone _____ State _____

MAIL PROMOTION

BY JANET GIBBS

Sales Promotion and Direct Mail Counsel

Well-Dressed Mails

A good salesman makes a good impression at first glance. He is neatly dressed, his clothes fit, suit his personality. He calls you by your right name, presents his story quickly, completely. *Your mailing piece is your salesman*, it must have these same virtues!

However, there's more to selecting the right "dress" than copying what you liked in your morning's mail. There are styles in print as well as in clothes—and look-alikes don't always look their best. Select format, color combination, size, shape, design and production method to fit the personality of your product and company. *To fit your problem—your objective.*

No other form of advertising offers such unlimited choice. You're limited only by the extent of your ingenuity.

POSTCARDS OR POP-UPS?

You've a choice of formats which can range all the way from letters to labels; blotters, brochures, blowups, self-mailers, coupons, catalogs, charts, premiums, post cards and pop-ups . . . there are endless varieties. Consider your problem as a whole and before deciding on format, check the facts against these elements:

1. Purpose: Do you want orders, inquiries, to make a fast, good impression?

2. At whom is the piece directed? Is information for use now, or should format be of filing size for later use? Simple or elaborate?

3. How long is the story to be told? How much of it will be illustrated?

4. Your budget: Number of pieces needed and limitations of price?

5. Methods of distribution: Fit an envelope or mailing device; self-mailer; across counter or point-of-purchase distribution?

6. If it is to be mailed, is it economical to use stationery on hand?

7. Does it fully meet P.O. requirements?

HOW TO SELECT FORMAT

Here are some of the advantages of more widely used forms . . . and when to use these forms.

When to use letters: Letters are the backbone of all printed business communication—and the format which performs almost every function of d.m.a.

Used by themselves, or with folders, circulars, reply cards or other enclosures, they are the most adaptable, personal and flexible form of d.m.a. Letters are economical in small and large quantities, ideal for users of small lists who find type-set, printed matter costly. There are various reproduction methods (to be reviewed later) such as multigraphing, mimeographing, printing, offset, automatic typewriting. Some may be personalized. Others make economical use of a challenging headline (instead of a personalized fill-in) to arouse attention, interest. Do be sure the headline ties in with the letter. Don't use attention-getting words just to be smart . . . and then allow your letter to fall flat! Or you may use an impersonal salutation such as Dear Friend, Dear Customer, etc.

In some cases an illustrated letter can do double duty as a personal letter and circular combination.

When to use folders: Next to letters, folders are probably the most frequently used format. Comparatively inexpensive, flexible . . . can be any size, shape or style. Folders bridge the gap between personal letters and booklets. Use singly, or in a series of short, direct, printed messages which put your sales points across quickly, concisely. Use them to inform, instruct, persuade, remind.

When to use broadsides: These are large folders, usually not over 17" x 22" (for convenience in handling, etc.). Use for "sock" impressions—fine for bold headlines, big pictures, easy, fast reading. Ideal for use at

the beginning of a campaign, for special emphasis of an appeal or a special announcement. Fine for bold copy and pictures—get interest at beginning and continue it through orderly, definite sequence . . . using layout and physical make-up easy to handle. Broadsides are sometimes enclosed in an envelope. More often are self-mailers, a low-cost format that cuts out extra costs of envelopes, inserting, sealing, etc., in the mailing procedure. Addressing is done right on the mailing piece itself, or addressed labels may be attached.

(Editor's Note: Use "teaser" copy on the front address panel as an attention-getter . . . it's your substitute for the opening headline on a letter.)

Another thought! Postal regulations affect format. Submit mailing pieces to your local postmaster for approval while they are still in the planning stage. Save time, dollars and headaches.

When to use mailing cards: Fine for brief announcements, not confidential, of course (you do get extra readership; not even a letter carrier can resist reading an open message). Three kinds are . . .

Postal cards. Government printed cards, $3\frac{1}{4}$ " x $5\frac{1}{2}$ ", mailed as first-class mail.

Post cards. Privately printed cards which can measure from $2\frac{3}{4}$ " x 4" to $3\frac{9}{16}$ " x $5\frac{9}{16}$ ", with or without the words "post card" shown, your printed message will ride as first-class mail. To mail as 3rd class (lower postage rates), omit words "post card" and prepare for delivery to P.O. as you do bulk third-class mail. Check P.O. for regulations.

Oversize cards. Can be any size $2\frac{3}{4}$ " x 4" to 9" x 12". Mail as regular or special third-class mail under P.O. bulk rate provisions. Mailing cards are used for brief messages, teasers, to introduce new campaigns; for single messages or thoughts, reminders, notices, announcements, instructions, invitations, etc.

When to use circulars or "flyers": This format is generally used to put across a strong message . . . in a "loud" tone of voice. Colorful, splashy, usually not over 11" x 17" in size.

When to use booklets: If you have a fairly long story to tell, in detail, the booklet format permits your story to unfold easily. It will be read and studied for lasting impression. Booklets have added prestige value. Catalogs, house publications, sales book-

lets, instruction books, directories, price lists, etc., are some of the uses for booklets. As long as it contains helpful information, your booklet will be kept, used and your d.m.a. will remain "alive."

When to use brochures: Brochures are booklets, glamorized for more elaborate presentation of your sales story. Usually the format is developed with an eye to quick impression of quality and the importance of both product and company.

When to use unusual formats—trick mailing pieces: Cut-outs, pop-ups, novelties and sample pieces may be used when realism, showmanship are needed. Trick folding, angle cuts, special die cuts, unusual binding operations, etc., demand and get attention. They can be individual, different, but appropriate and forceful—but not too clever or readers will remember the format and not the mailer! Watch costs, too . . . originality is fine, if the results warrant the additional cost.

When to use "gadget" mailings: Gadgets make fast impressions but be sure they tie in with the letter; emphasize a selling point; don't detract from your message. Don't use gadgets with sharp corners or edges. Gadgets are usually miniatures of some commonplace article. Be sure the one you select can be economically applied.

When to use blotters: Ideal for short, pithy reminders; strong, short sales messages; with or without illustrations; product or service information; instructions, etc. Blotters have been used even for house publications—and are good for low-cost continuity reminders.

When to use calendars or advertising specialties: Monthly or yearly calendars, and ad specialties useful in home or office, serve as reminder advertising. Mailed as part of your continuing mail program, they'll keep your name in front of prospects every day. But they are intended to be part of your mail program. **The End**

COMING UP!
More about
the Mailing Package
and
Mail Talk

AMERICA'S FINEST PROMOTIONAL PEN

For Winning New Customers
For Advertising Gifts
For "Calling Cards"
For Premium Incentives

ONLY 24¢ AND LESS!

Including YOUR Name and
YOUR Ad in 100 Quantities
or more! DOLLAR Quality
at a fractional price!

Regular Size or "Slim"
Goldtone or Chrome
Lavish Barrel Colors

Your Copy Under
BAKED LACQUER
for Permanence

Write TODAY on
your company
letterhead for a
FREE SAMPLE!

"Sales Tools to
Build Your
Business"

H ERITAGE MFG. CORP.
Imprinting Department
FORT WORTH 12, TEXAS

HANSEN
STORAGE CO.
124 N. JEFFERSON ST.
MILWAUKEE, WIS.
WISCONSIN'S
LARGEST AND
MOST MODERN
AFFILIATE — HANSEN STORAGE OF MADISON INC.

SALES MANAGER

Vulcan-Hart Mfg. Co., Louisville, Kentucky, makers of commercial cooking and dishwashing equipment—sold nationally—wants aggressive Sales Manager to headquartered in Louisville. All applications treated in strictest confidence. Give qualifications in letter, and picture if possible. Address—W. M. Smock, President, 2006 Northwestern Parkway, Louisville, Kentucky.

MAIL ORDER OPPORTUNITY

Exciting home business or office side line. Mail order executive will show you how to net large profits with no investment in merchandise or advertising required. Experience not necessary. Program practical, fully explained in FREE confidential letter. Write: IMPACT! INC., 2108 Payne Avenue, Dept. 204, Cleveland 14, Ohio.



DEALERS, DEALERS, DEALERS. A few months before this six-page advertisement in "Look" was run, "Dutch Boy Nalplex" paint was not on the market and there were no dealers stocking it. After an intensive sales campaign, National Lead Co. had the new paint on dealer shelves across the nation.

New Paint Wins National Distribution in 3 Months

National Lead Co. introduces new product in near-record time. Offering to list stores in a six-page "Look" ad, salesmen sign up 3,500 dealers in a cyclonic campaign to distribute new "Nalplex" paint. Customers respond, too.

In an intensive selling drive between October and December 1955, National Lead Co. persuaded nearly 3,500 dealers to stock Dutch Boy Acrylic Nalplex, a new water emulsion interior wall paint.

The product, which had undergone extensive field tests, claims these sales advantages:

- It has high "hiding" properties.
- It dries with a desirable low sheen.
- It has less odor than many similar products.

It has a faster curing period than conventional paints of this type.

The well-integrated campaign which got Nalplex off to its fast start involved intensive personal sales work by the salesmen, special incen-

tives for sales performance, an unusual big-smash introductory advertisement in *Look* magazine, and the development of a variety of promotional and merchandising aids to dealers.

The presentation in *Look* involved two "firsts": a paint color card, and full-page four-color advertising message which was followed by five solid pages listing Dutch Boy dealers in the U. S., Guam, Hawaii and Puerto Rico who had the new paint in stock. Objective of the sales force, of course, was to obtain the widest possible distribution before February 21, the date on which the *Look* advertisement appeared.

Since Dutch Boy Acrylic Nalplex

lends itself so readily to demonstration, the company asked each salesman to make demonstration the feature of every introductory sales call. The scheduled advertising figured importantly in this presentation.

After campaign plans were completed, and details of the advertising and merchandising program worked out, salesmen were briefed in a series of meetings held in late September and early October.

At these meetings the new paint was described and demonstrated. The advertising program was discussed and each man received a copy of *Look* with inserts of the scheduled full-page advertisement, the paint color card, and the listings of franchised dealers.

One meeting presentation featured the salesmen in the role of dealers. A speaker made a model sales presentation involving a demonstration. At the close of the session each salesman was given a leather portfolio containing major points of the presentation, and was asked to study it that evening.

On the second day the men were divided into groups of not more than 10. There were question-and-answer sessions, followed by a review, in detail, of the model presentation. In recognition of the fact that men learn best by doing, each salesman made a presentation to a sales manager who raised a variety of anticipated objections. Each performance was subject to group criticism and suggestions.

Individual demonstration kits—expendable—were given to the men, together with a portable easel which could be set up quickly and easily on a desk or counter. In the kit: a quart of Dutch Boy Nalplex; a paint roller; a roller tray; a cellulose sponge; test sheets printed to show the "super hiding" properties of the product, its speed in drying, its scrub resistance.

To make sure the men were getting off to a good start, once they went into their territories, the company asked each one to telephone his sales manager results of the first four dealer presentations.

Extra incentive for the men was a bonus for each dealer signed up during the campaign period. To maintain interest, bimonthly bulletins were sent from New York to each salesman's home. They reported individual positions in sales to quota as compared with all company salesmen.

"Results," says Sales Manager K. C. Specht, "were gratifying. We reached our predetermined distribution goal well before the December 31 deadline." The company's 200 sales-



Our job is to minimize the unknown.

Sales Management
THE MAGAZINE OF MARKETING

NEW YORK • CHICAGO • SANTA BARBARA

men, who work out of 12 branch offices, reported relatively few turn-downs. Many dealers whose names had not been included on the original list were signed up.

Among merchandising and promotional materials supplied to dealers were mats for newspaper advertisements; recordings by Norman Brokenshire of commercials for radio spots; TV films; lapel buttons with the Dutch Boy emblem and the phrase "Ask Me about Nalplex;" pop-up greeting-card-type color cards to be mailed to store customers and prospects. For display there were pennants, and a set of giant "color chips" adapted to checker board arrangement, as shelf units or for windows of various sizes. The company suggested that stores use old wallpaper books as panels, putting splotches of the new paint on them to demon-

strate color. When a salesman finished his introductory demonstration, he left his demonstration kit behind for the dealer's use.

"While results of the color card, color advertisement and dealer listing in *Look* are still being tabulated," says Specht, "we have received enthusiastic comments pointing to many sales directly traceable to this advertising."

Shortly after the advertisement appeared National Lead queried its dealers to determine both consumer and dealer reaction. There was about a 25% return. Asked for an estimate of the number of prospects who brought the color card into the store, about half the respondents checked the "1-10" blank; 155 checked "10-25;" and 36 checked "25-50." Other figures: 48% said that most of those who came into the store as a result of

the advertisement bought the paint; 45% said they made new customers; 43% said they had enjoyed repeat sales.

Since all National Lead dealers are franchised, there is relatively little competition among them. Approximately half are exclusive paint and wallpaper dealers; the rest are lumber supply dealers and hardware stores. It is not unusual for those in larger cities to pool their promotional efforts, but they went farther along this line to tie in with the Nalplex campaign than ever before. Some cooperated to buy television spots. At the suggestion of the Advertising Department of the *Boston Herald* and *Traveler*, about 100 teamed up to buy a full page of space in each newspaper. A group of 12 took half a page of space in *The Hartford Courant*. National Lead pays half the cost of cooperative advertising.

Some typical dealer comments:

"Your *Look* magazine ad made us take another look at the power of national advertising. Especially since we have always harped on the need for more local newspaper advertising as you know."

"When we can make \$40 sales at a crack we like it and we sure like Nalplex. *Look* produced one such sale the first week we got our initial stock. In walked Mrs. Ostendorff with the *Look* color card in hand. Out she went with Nalplex for four rooms—7 gallons made up of 1 gallon and 3 quarts per room.

"Several other merchants in town told us they saw the ad and our name mentioned as well as some of our other customers who bought varying amounts."

"I feel that the fact that our name and address were listed in a national advertisement produced better results for us than any ad you have ever run."

"Paint sales have been unusually good! Usual February purchases approximately \$600 to \$800, this past month, \$1,700. Thanks."

In the competitive paint field, says T. H. Sarine, National Lead's advertising manager, the company has found that it usually takes about a year to induce 50% of the dealers to stock a new product. Measured against such an average, the results on the Nalplex campaign provide strong testimony to the effectiveness of close coordination between personal sales effort, sales promotion, merchandising and advertising.

The End



EVANSVILLE INDIANA says . . .

STANDARD METROPOLITAN AREA now

213,500 Population

Evanston

Includes: Vanderburgh County, Indiana and Henderson County, Kentucky

The new Standard Metropolitan area of Evansville, Indiana now includes two counties—Vanderburgh County, Indiana and Henderson County, Kentucky. The current population of the area is 213,500 and places it 10th among the Standard Metropolitan areas in the United States.

"ALOHA! . . . ALCOA"

(Welcome)

Aluminum Company of America

Brings to this area a new **\$80,000,000 SMELTER PLANT**

This is exciting news for a booming market. The new Alcoa Smelter Plant will give employment to approximately 1,200 people. The annual payroll of \$5,000,000 will bring added sales results.

Evansville . . . A Good Test Market!

Qualifies in every respect as one of the best Test Markets in the United States. Representative in size, isolated but readily accessible, diversified industries, stable economy and rich in natural resources.

Represented Nationally by General Advertising Dept. Scripps-Howard Newspapers

THE EVANSVILLE Courier **THE EVANSVILLE Press** **THE SUNDAY Courier AND Press**

No Price-Cutting on Beautyrest: How Does Simmons Do It?

(continued from page 25)

The American Weekly, in the case of Beautyrest. Hide-A-Bed promotional advertising is scheduled in *The Saturday Evening Post* and *House & Garden*. These promotions are heavily merchandised and surrounded with complete dealer aids in display, advertising mats and sales training.

The tactical campaign is a new activity aimed at markets of opportunity as defined through an analysis of sales figures, a familiarity with local competitive conditions and a study of the Beautyrest consumer position. These facts, together with intensive field work, have resulted in the isolation of major markets where it is believed that additional advertising and local promotions can substantially improve Beautyrest sales. This campaign is based primarily on TV spots supplemented by newspaper, radio and outdoor advertising.

With its trained sales staff and its three powerful advertising campaigns Simmons then gives its dealers the opportunity to sell quality by . . .

. . . giving over almost the entire amount of its advertising appropriation to its top quality mattress — Beautyrest — thereby creating consumer acceptance.

. . . concentrating, through engineering and research, on development of unique and distinctive product advantages in the Beautyrest mattress, setting it apart from all others in the Simmons line and from those produced by competition.

Continually Improved

For example, when it was introduced in 1925 Beautyrest was looked upon as a radically different mattress. Throughout the years it has been continually improved. In 1927 a new patented crush-proof border was added. In 1932 the shape of the coils was changed to increase durability. In 1933 new construction warranted a five-year guarantee. In 1939 it was made deeper and thicker — a more comfortable mattress. In 1940 a 10-year guarantee was announced as a result of increased durability. In 1951 a choice of firmness was offered through the introduction of an extra-firm model Beautyrest as well as the standard. In 1955 the independent coil action was increased some 19% through a new manufacturing process known as "floating action coils."

Today Beautyrest is distinguished from all other innerspring mattresses by independent coil action. Coils are

not tied together, do not sag together, thus giving body-fit comfort. Recent tests made by United States Testing Co. on 20 competing mattresses priced between \$59.50 and \$79.50 indicate that Beautyrest outlasts the second best mattress by three times.

. . . establishing a stabilized distribution, selling direct to retailers, Fair-trading prices and policing them.

. . . establishing top profit margins on the quality product, Beautyrest.

Simmons accomplishes this by first analyzing the profit opportunity for the retailer in selling \$69.50 price line mattresses. An independent organization, Russell W. Allen Co., is retained to direct this retail research.

The Beautyrest profit margin for retailers gives a maximum of 48.9%. This percentage does not include freight charges which generally average about \$1 per mattress and is based on carload shipments from the nearest Simmons plant. For smaller retailers who do not purchase merchandise in mixed cars, there are 65 service stations or local warehouses equipped to give immediate delivery on Beautyrest. Profit margins for Beautyrest deliveries from service stations are: one only, 43.2%; twelve, 43.9%.

Payoff in Retail Profits

Although profit margins are necessarily lower on single unit deliveries from a service station, nevertheless, it is possible for retailers to achieve a substantial turnover with a minimum inventory investment through this service. Simmons management recognizes that, after all, return on inventory investment is the payoff in retail profits.

. . . scheduling periodic promotions to arouse retailer enthusiasm and encourage retailer support—usually once every six months. These promotions are built around a concentration of dramatic, offbeat national advertising designed to serve as a promotional springboard for the retailer's use. There are no premiums or price concessions on Beautyrest during these promotions.

For promotions Simmons provides retailers with floor and window displays for Beautyrest, plus display ideas. Newspapers, direct mail, radio and TV advertising props are available for all retailers.

. . . establishing a Retail Sales Training Institute because Simmons

management considers the floor salesman to be crucial to the success of any manufacturer in selling quality. From the Institute training material is sent out periodically to the homes of 40,000 retail salesmen. This training program is planned to improve the level of retail selling of Simmons products and aims to accomplish this in three ways: (1) providing product information; (2) improving selling techniques; (3) providing sales incentives for retail sales personnel.

The retail training program is supplemented by frequent sales meetings conducted by Simmons salesmen. Each salesman is provided with a full kit of props for staging the meetings.

. . . planning two types of retail incentive programs to assure maximum support of floor sales personnel to Beautyrest.

A National Contest

The first program is the Beautyrest Band Wagon Contest. This is a national contest broken down into regions and districts, offering prizes totaling around \$128,000 in value. For example, the first prize this year will be 16 Buick automobiles, one for each of the Simmons 16 sales districts, and the second prize will be 16 Chevrolets, one for each district.

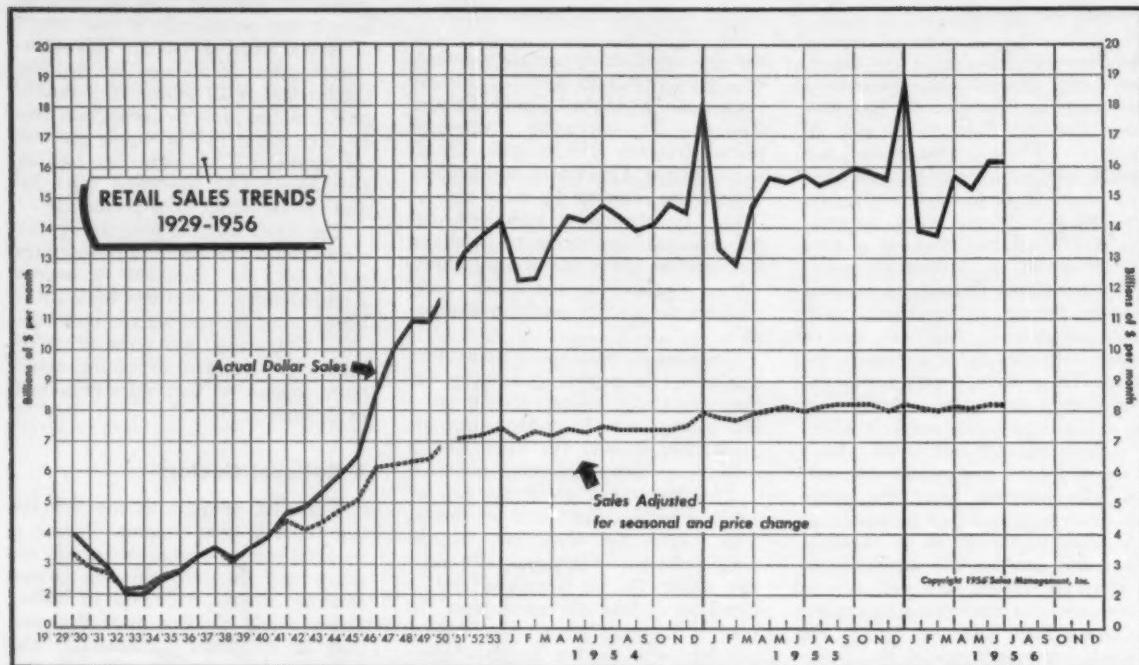
To qualify for this contest, a retail salesman must sell eight Beautyrest units—mattress or box spring—and answer a few simple questions. He may enter as often as he sells the eight units. Judging is done by an independent organization, The Reuben H. Donnelley Corp.

As an aid for retailers themselves, Simmons has a number of planned contests for store use. This is important, Hubbell explains, during promotion periods since there is no price reductions on Beautyrest. Contests run from simple punch boards to complex programs involving accelerating compensations based on a salesman's personal sales. Simmons provides plans and other material such as record-keeping charts, but does not contribute to salesmen's pay.

"Thus," Hubbell concludes, "despite the popular trend to price-cutting, discounts and rebates, Simmons has consistently maintained a firm price policy based on the principle of a quality product at a fair price. Simmons has been and will continue to be a leading advocate of Fair Trade profit protection. This is achieved through our direct controlled distribution methods, together with policing and strong national advertising. Simmons cannot and will not live with discount retailing."

The End

HIGH SPOT CITIES



June Retail Sales: Levels Off Again

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

Retail sales in June will run about \$16.2 billion, registering a gain of 3% over last June. This is too small a gain to have much significance beyond indicating that in general the level of retail sales (after adjustment

for price and seasonal change) has not changed materially for the past eight or nine months.

It is interesting to note that the same plateau has been maintained by the FRB index of industrial output

which has fluctuated about the level of 143 ($1947-49=100$) for the past nine months. And, both with respect to retail sales and industrial output the plateau represents the resultant of conflicting tendencies, in which

Retail Sales Box Score

	4-Month Totals		April			
	1956 \$ Millions	1955 \$ Millions	% Change	1956 \$ Millions	1955 \$ Millions	% Change
Food & Drinking Places	14,421	13,867	+ 4.0	3,519	3,689	- 4.6
Eating & Drinking Places	4,342	4,070	+ 6.7	1,103	1,081	+ 2.0
General Merchandise	5,694	5,530	+ 3.0	1,497	1,650	- 9.3
Apparel	3,203	3,077	+ 4.1	812	986	- 17.6
Furniture & Appliances	3,119	2,899	+ 7.6	793	758	+ 4.6
Lumber, Building, Hardware	3,888	3,866	+ 0.7	1,148	1,176	- 2.4
Automotive	11,742	12,087	- 2.9	2,991	3,430	- 12.8
Gasoline Service Stations	4,155	3,754	+10.7	1,081	988	+ 9.4
Drug & Proprietary	1,832	1,639	+11.8	443	416	+ 6.5
* Total Sales	58,266	56,369	+ 3.4	14,850	15,622	- 4.9

*Includes data for kinds of businesses not shown in above nine categories.

the automotive industry is ranged on one side against all other industries. As is well known, automotive sales was the bell-wether throughout 1955. So far in 1956 automotive sales and output has been lagging, to the point where the totals have only been sustained by extra gains in the non-automotive lines.

Retail sales in April, as shown below sustained a sharp drop over April 1955, as had been predicted in the April 1 issue of Sales Management, due in part to a shift in Easter shopping, which explains for instance the 18% drop in apparel sales. However, the 13% drop in auto sales cannot be attributed to anything but the fact that the industry is now paying the price of success. The 1955 automotive record was much too good to last. Currently the industry hopes to at least clear the showrooms in time to make way for the 1957 models expected in the Fall. The expectations are that 1957 may be as good an automotive year (or better) as was 1955, but as for 1956, an overall decline of as much as 27% over 1955 has been predicted by G.M. officials.

Readers will note the resumption in this issue of "high spot" ratings for states as well as cities, which will afford a more complete survey of the variation over the nation in retail sales trends.

Our apologies to our readers for a badly scrambled Retail Sales Box Score last month. Corrected copies will be supplied to interested parties.

Among states expected to report better-than-average performance for this June as compared with last June are:

Alabama
Connecticut
Michigan
Utah
Vermont

The leading cities, those with a City-National Index well above average are:

Birmingham, Ala.	119.6
Fort Lauderdale, Fla.	119.1
San Bernardino, Cal.	116.7
Butte, Mont.	116.1
Bethlehem, Pa.	115.0
Tucson, Ariz.	113.0
Santa Ana, Cal.	111.6
Youngstown, Ohio	110.8
Pittsfield, Mass.	110.5
Bartlesville, Okla.	110.5
Kalamazoo, Mich.	110.2
Johnstown, Pa.	110.2
Kenosha, Wis.	109.5
New Haven, Conn.	109.0

Riverside, Cal.	108.3
Mobile, Ala.	108.2
Salt Lake City, Utah	108.2
Santa Barbara, Cal.	108.0
Detroit, Mich.	108.0
Lorain, Ohio	108.0

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Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1956 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1956 vs. 1955" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1956 vs. 1955," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and fore-stalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1955 which equals or exceeds the national change.

HIGH SPOT CITIES RETAIL SALES FORECAST:

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR JUNE, 1956

RETAIL SALES FORECAST (S.M. Forecast for June, 1956)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1956	1956	1956	
vs.	vs.	vs.	June
1939	1955	1955	1956

UNITED STATES

454.1	103.0	100.0	16206.00
-------	-------	-------	----------

Alabama	625.4	116.0	112.6	231.45
★ Birmingham	594.6	123.2	119.6	50.66
★ Gadsden	559.2	106.8	103.7	5.93
★ Mobile	731.8	111.4	108.2	19.17
Montgomery	559.0	100.9	98.0	14.70

Arizona	717.4	105.7	102.6	98.66
Phoenix	686.6	98.4	95.5	28.01
★ Tucson	945.7	116.4	113.0	19.01

Arkansas	478.1	100.7	97.8	121.08
Fort Smith	565.6	98.3	95.4	7.58
Little Rock	506.3	101.6	98.6	20.81

MIDDLETOWN, CONN. Metropolitan County Area Outranks 215 Other Areas

Middletown Metropolitan County Area produces more sales per family than 215 other areas . . . and ranks among the nation's top fifty metropolitan markets in family sales and income.

Family for family, Middletown is one of the nation's most responsive markets. Sales (\$4,407) are \$589 above the U.S. family average, income (\$6,241) \$776 above.

Proof again that you always get more in Middletown—when you use the Press . . . for the Press alone delivers this top-ranking market. No combination of outside newspapers comes anywhere near equaling its coverage of The Middletown Metropolitan County Area.



YOU'RE Squelched IN MERIDEN- WALLINGFORD Conn.

Without The RECORD & JOURNAL

Your most important market fact about Meriden-Wallingford is: "Not covered by Hartford and New Haven newspapers." Only The Record & Journal sell this 90,000 market. Get complete information now.

**The Meriden
RECORD & JOURNAL
MERIDEN, CONNECTICUT**

HIGH SPOT CITIES

RETAIL SALES FORECAST:

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR JUNE, 1956



RETAIL SALES FORECAST (S.M. Forecast for June, 1956)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1956	1956	1956	June
vs.	vs.	vs.	1956
1939	1955	1955	1956

California

Bakersfield	512.4	99.6	96.7	15.22
Berkeley	411.9	102.7	99.7	12.03
Fresno	588.8	97.6	94.8	21.98
★ Long Beach	641.0	103.8	100.8	46.79
Los Angeles	457.0	98.5	95.6	104.38
★ Oakland	378.7	105.8	102.7	58.27
Pasadena	499.5	101.8	98.8	23.48
★ Riverside	729.7	111.5	108.3	10.80
★ Sacramento	546.9	108.5	105.3	36.80
★ San Bernardino	729.0	120.2	116.7	16.77
★ San Diego	640.5	105.9	102.8	52.07
★ San Francisco	340.4	106.0	102.9	110.98
★ San Jose	647.7	110.2	107.0	25.46
★ Santa Ana	878.6	114.9	111.6	14.67
★ Santa Barbara	438.1	111.2	108.0	8.67
Stockton	452.3	96.7	93.9	14.29
★ Ventura	647.6	106.6	103.5	6.02

Colorado	473.6	101.6	98.6	164.48
★ Colorado Springs	718.4	104.8	101.7	12.86
Denver	436.1	101.7	98.7	66.02
Pueblo	456.2	95.8	93.0	8.85

Connecticut

Bridgeport	363.0	109.3	106.1	22.72
Hartford	331.2	102.2	99.2	30.60
Meriden-				
Wallingford	420.5	100.5	97.6	7.78
★ Middletown	404.9	105.4	102.3	4.09
★ New Haven	355.3	112.3	109.0	26.40
★ New London	440.6	126.1	122.4	7.23
Stamford	482.7	96.2	93.4	11.15
★ Waterbury	379.1	107.6	104.5	14.06

Delaware	472.1	97.1	94.3	44.11
Wilmington	381.2	97.1	94.3	21.08

District of Columbia

★ Washington	354.0	108.8	105.6	121.32

Again in May—

NEW LONDON



Again—for the second month running—New London is "Sales Management's" buying-best city in the nation!

Remember! The only way you can cover 95.6% of New London's 66,991 ABC city zone is with THE DAY, this heavy-buying city's one-and-only local daily.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN



"Boy! do I wow them!"

\$136 MILLION BABY

Stamford's the focus of admiring eyes these days—fastest-growing market in Connecticut in 1955-48 . . . with sales now totaling \$136,632,000 and towering 45% above average volume!

Add to that the highest family income of the state's large markets and the Advocate's 97% coverage of the city's families, and you've got yourself a first-rate advertising buy.

Stamford Advocate STAMFORD, CONN.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST:

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR JUNE, 1956

RETAIL SALES FORECAST

(S.M. Forecast for June, 1956)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1956	1956	1956	June
vs.	vs.	vs.	1956

1939 1955 1955 1956

Florida	787.4	105.8	102.7	410.71
★ Fort Lauderdale	1113.9	122.7	119.1	17.04
★ Jacksonville	605.2	105.5	102.4	38.13
★ Miami	719.1	104.1	101.1	63.14
Orlando	732.8	99.3	96.4	16.41
★ Pensacola	674.3	111.1	107.9	9.71
St. Petersburg	691.3	101.1	98.2	19.15
★ Tampa	732.8	104.8	101.7	28.73

Georgia	536.9	101.5	98.5	284.74
★ Albany	689.7	104.5	101.5	5.86
Atlanta	502.5	102.0	99.0	73.66
Augusta	561.7	95.7	92.9	12.02
★ Columbus	629.2	103.0	100.0	12.71
Macon	539.2	101.4	98.4	11.54
Savannah	452.0	101.6	98.6	13.29

Only One Way to
BE SURE
You're Covering This
\$39 MILLION
FOOD MARKET

31,800 families in the Norwalk segment of the nation's richest metropolitan area have an average income of \$8,148 . . . of which they spend \$4,888 for retail goods and \$1,224 for food. That's 45% more than the average family.

To be sure you're covering . . . and selling . . . this \$39,556,000 food market, you need the Hour—miles ahead of any incoming paper in coverage of this market and reader response.

The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.
City Zone (60,425)
57% Coverage of
The Trading Area

Represented by
The Julius Mathews Special Agency, Inc.

An announcement from the editors

TWO DAYS after the Fourth of July—Friday, July 6—SALES MANAGEMENT will publish one of the most unusual studies undertaken by any business publication. It is called:

Industry's Wide-Ranging Growth Booms "Main Street Markets"

A company-by-company picture of why and where manufacturers are locating divisions, branches and even home offices in "smaller" U.S. cities—"middle markets."

Manufacturers representing major industries and responsible for \$40 billion in 1955 retail sales cooperated with SALES MANAGEMENT in developing this analysis of industry expansion. Scores of companies are analyzed—hundreds of cities. The study will be immediately useful to you. . . .

- if your organization is itching to divisionalize and expand and get closer to markets . . .
- if local impact of the corporate decentralization trend effects your company's marketing strategy . . .
- if part of your sales and advertising planning is based on High Spot Cities and geographical sales opportunities.

In SALES MANAGEMENT, July 6

Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y.
333 N. Michigan Ave., Chicago 1, Ill.
15 East de la Guerra, Santa Barbara, Cal.

HIGH SPOT CITIES

RETAIL SALES FORECAST:

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR JUNE, 1956



RETAIL SALES FORECAST (S.M. Forecast for June, 1956)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1956	1956	1956	
vs.	vs.	vs.	June

1939 1955 1955 1956

Minnesota	364.2	99.7	96.8	314.51
★ Duluth	326.5	109.2	106.0	13.36
Minneapolis ...	332.3	97.7	94.9	76.16
St. Paul	288.9	100.3	97.4	41.22

Mississippi	509.2	103.9	100.9	122.10
★ Jackson	600.5	103.9	100.9	13.33
★ Meridian	492.0	104.0	101.0	5.12

Missouri	439.9	100.7	97.8	411.71
★ Joplin	382.2	103.8	100.8	5.89
Kansas City ...	375.2	97.0	94.2	71.82
St. Joseph	314.6	94.2	91.5	7.77
★ St. Louis	359.6	103.1	100.1	108.28
★ Springfield	466.0	103.6	100.6	10.30

Sell the Families That Account for This 46% Plus

Only one newspaper gives you a direct approach to York County's \$109,283,000 retail sales—The Biddeford Journal.

The Journal reaches more than 90% of the homes in Biddeford-Saco—whose stores produce the largest single concentration of sales in the county, 42% of total.

To reach and sell this able-and-willing-to-buy market (with \$4,003 sales per family) take the only direct approach . . . along the circulation routes of the Journal. They carry your advertising to the families whose buying sends Biddeford sales 46% above average volume.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

CHOOSING MARKETS FOR GROCERY ADVERTISING? THE PORTLAND, MAINE MARKET

TOPS FOR FOOD SALES OF NINE STATES

Food sales in the 9-county sales area covered by the Portland, Maine, Newspapers exceed those of Delaware, Idaho, Montana, Nevada, North Dakota, South Dakota, Utah, Vermont or Wyoming. Reason enough to think of the Portland market right away when you're making up your food advertising lists—but don't forget that other big reason —Portland's reputation for RESULTS.



NINE COUNTY SALES AREA

558,400 Population . . . \$812,741,000 Income
\$640,970,000 Retail Sales . . . \$162,304,000 Food Sales*

PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

*Market data from 1956 Survey of Buying Power

An EXCLUSIVE PACKAGE

\$31,800,000.00

Retail Sales

Exclusive is right! The Times covers a small market, BUT in a big way that pays off to advertisers. It gives you what no other newspaper can—exclusive, thorough coverage of the 9,000 families that depend on Little Falls for their living and shopping needs. It wraps up their \$45.5 million income and \$31.8 million retail sales into a mighty important sales package that's yours for very small cost.

LITTLE FALLS TIMES

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

The ROME, N. Y. Market

\$129,343,000.00

Retail Sales

132,700 people with \$192,548,000 income represent a vital portion of your upper New York state potential. Rome—a Preferred High-Spot City month after month—is their market center . . . the only key that opens the door to your full share of the \$129,343,000 they spend for retail goods.

A.B.C. figures show that the Rome Sentinel alone covers this important market of 132,700 industrial wage-earners, farmers, military personnel.

ROME

DAILY SENTINEL

Call, wire or write

W. S. DeHimer, Adv. Dir.,
for complete merchandising and
marketing services to supplement
your campaign.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR JUNE, 1956



RETAIL SALES FORECAST

(S.M. Forecast for June, 1956)

	City				Index	City	Nat'l.	Index	City	Nat'l.	Index
	City	City	Nat'l.	\$		1956	1956	1956	(Million)		
	Index	Index	Index	\$		vs.	vs.	vs.	June		
	1939	1955	1955	1956						1939	1955
											1956

	City	City	Nat'l.	\$	1956	1956	1956	(Million)
	Index	Index	Index	\$	vs.	vs.	vs.	June
Montana	393.0	106.0	102.9	74.06				
Billings	481.8	101.1	98.2	7.61				

★ Butte 325.3 119.6 116.1 6.96

Great Falls ... 396.0 97.6 94.8 6.89

	City	City	Nat'l.	\$	1956	1956	1956	(Million)
	Index	Index	Index	\$	vs.	vs.	vs.	June
Nebraska	406.4	96.2	93.4	137.03				
Lincoln	389.3	98.2	95.3	12.96				

Omaha 364.4 95.4 92.6 32.72

	City	City	Nat'l.	\$	1956	1956	1956	(Million)
	Index	Index	Index	\$	vs.	vs.	vs.	June
Nevada	591.9	98.4	95.5	31.07				
Reno	473.3	98.4	95.5	9.23				

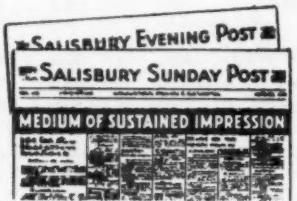
<p

**Only the Post
Thoroughly Covers
the Teeming
Salisbury-Rowan
Market**

Over 17,000 responsive circulation.

All outside metropolitan state papers give you but a fraction over 3000.

There are over 100 busy industrial plants in Salisbury Rowan . . . the Southern's largest shops and transfer sheds . . . a 1000 bed veterans hospital. The POST sells in profitable volume. Try it.



**GET THE FACTS ON
ELYRIA, OHIO
AND YOU'LL SAY:
“A MUST!”**

In every comparison Elyria comes out on top . . . by terrific margins. A few examples . . .

Elyria is one of the nation's 50 fastest-growing metropolitan markets since 1945 . . . in total income, retail sales, food, furniture-household, automotive and drug sales—described by Sales Management, as “markets of high quality”.

Always a Preferred High-Spot City . . . frequently spotlighted as one of the nation's top cities of the month.

Elyria's home county is ranked in the Survey of Buying Power among the 100 industrial counties leading in total manufacture.

Sales in Elyria are 74% above average volume.

Chronicle-Telegram
“The Family Newspaper”

ELYRIA, OHIO

20,735 Circulation —
Double the number of City Families

Represented by
The Julius Mathews Special Agency, Inc.

JUNE 1, 1956

**HIGH SPOT CITIES
RETAIL SALES FORECAST**

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR JUNE, 1956

RETAIL SALES FORECAST

(S.M. Forecast for May, 1956)

	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	May
1939	1955	1955	1956	

Pennsylvania

★ Allentown	385.4	103.0	100.0	1025.24
★ Altoona	406.1	105.4	102.3	16.81
★ Bethlehem	291.0	110.1	106.9	7.92
Chester	431.7	118.5	115.0	7.99
★ Erie	445.3	102.4	99.4	9.97
★ Harrisburg	436.0	103.1	100.1	17.92
Hazleton	405.4	103.6	100.6	17.35
★ Johnstown	269.1	97.6	94.8	3.87
★ Lancaster	353.9	113.5	110.2	10.79
★ Norristown	379.3	103.8	100.8	11.53
Oil City	432.4	105.0	101.9	6.23
Philadelphia	264.7	97.2	94.4	2.20
★ Pittsburgh	337.9	99.5	96.6	220.35
★ Reading	326.3	107.9	104.8	93.64
Scranton	344.5	105.9	102.8	16.05
Wilkes-Barre	266.1	100.6	97.7	12.75
Williamsport	273.4	97.6	94.8	9.65
★ York	356.2	101.6	98.6	6.34
	481.2	106.1	103.0	12.22

Rhode Island

341.9	101.6	98.6	79.94
Newport	303.7	96.4	93.6
Providence	294.8	101.7	98.7

NEWPORT

**RHODE ISLAND'S
RICHEST MARKET**

The Newport market's income jumped \$8 million in 1955 to \$118,401,000. Sales rose \$2.9 million to \$63,476,000. Only one newspaper covers this rich market . . . in fact, the state's richest, with the highest family income.

The Newport Daily News

Newport County's Only Daily

**Largest Circulation
In Southern Rhode Island**

**Represented by
The Julius Mathews Special Agency, Inc.**



Power steering? Yep, and power selling, to the tune of \$17,471,000—that's Bethlehem's automotive sales total (48% above the Pennsylvania per family average!) And much of the credit goes to the "Globe-Times"! Why? Because it's the only paper that covers Bethlehem (outside papers don't even reach $\frac{1}{3}$ of the market!) Give us the green light, and the "Globe Times" will start selling for you!

**The
Bethlehem
Globe-Times**

Roland L. Adams, Publisher
Represented nationally by DeLisser, Inc.

**10 NEW
INDUSTRIES
in recent years!
Altoona, Pa.
is a BOOMING
market for YOU!**

This important market continues to show consistent gains for promotion minded advertisers.

Whether you're launching a test campaign or planning expansion of your present sales operation, this proven market assures maximum effectiveness.

**Advertising in the
ALTOONA MIRROR**

**The Answer to
Increased Sales
in this key market . . .
3rd Largest Buying Center
in Western Pennsylvania**

**Altoona
Mirror.**

Richard E. Beeler, Adv. Mgr.

**There's This About
WOONSOCKET -**

**Apparel Sales Are
Going Great Guns!**

Selling apparel? Woonsocket's your bullseye! Average per-family apparel sales last year \$482*—that's 22% higher than R. I., 99% higher than U. S. average per-family apparel sales. How to sell isolated Woonsocket? One way only: through Woonsocket's one-and-only local daily, the newspaper the 25,113 families in the Woonsocket trading area live by and look to for news of your merchandise, the—

*S.M. '58 Survey

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S
PLUS MARKET**

the station
that made
ROANOKE

**VIRGINIA'S
NO. 1
TV MARKET
73.2%**

station share
of sets... (ARB)

WSLS-TV
CHANNEL 10
ROANOKE, VA.



Represented Nationally—Avery-Knodel, Inc.

RETAIL SALES FORECAST
(S.M. Forecast for June, 1956)

City	City	Nat'l.	City		\$
			Index	1956	
1956	1955	1955	vs.	1956	June
1939	1955	1955		1956	(Million)

Washington

474.0	101.3	98.3	269.12
Bellingham	335.7	93.3	90.6
Everett	411.5	102.7	99.7
Seattle	429.1	102.6	99.6
Spokane	437.9	98.4	95.5
★ Tacoma	450.7	103.0	100.0
Yakima	446.5	96.9	94.1
			8.66

Rhode Island (cont.)

★ Woonsocket	318.9	104.6	101.6	5.23
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South Carolina

	529.1	104.8	101.7	149.21
★ Charleston	483.0	106.1	103.0	11.98
★ Columbia	518.7	105.6	102.5	14.68
★ Greenville	550.6	105.1	102.0	12.22
Spartanburg	414.3	100.1	97.2	6.55

South Dakota

	418.3	100.6	97.7	60.15
Aberdeen	390.8	97.1	94.3	3.17
Sioux Falls	413.2	102.0	99.0	8.18

Tennessee

	482.2	99.0	96.1	248.26
★ Chattanooga	435.0	104.1	101.1	20.71
Knoxville	437.2	94.9	92.1	19.59
Memphis	461.3	97.4	94.6	53.19
Nashville	445.9	101.1	98.2	30.50

Texas

	565.5	101.4	98.4	865.93
★ Abilene	724.0	111.1	107.9	8.83
Amarillo	718.4	98.5	95.6	16.16
★ Austin	535.5	103.1	100.1	18.21
★ Beaumont	532.5	103.6	100.6	13.69
Corpus Christi	632.4	95.9	93.1	17.14
Dallas	595.6	98.9	96.0	87.61
El Paso	655.1	99.3	96.4	21.82
Fort Worth	624.7	102.9	99.9	49.41
Galveston	342.5	95.6	92.8	7.23
★ Houston	632.5	105.8	102.7	104.42
Laredo	524.0	99.7	96.8	4.30
Lubbock	835.7	92.8	90.1	14.96
Port Arthur	443.9	100.7	97.8	7.72
San Angelo	546.1	97.2	94.4	7.15
San Antonio	609.1	101.1	98.2	53.36
Texarkana	423.8	97.0	94.2	5.51
★ Tyler	527.3	103.0	100.0	7.49
Waco	549.9	96.8	94.0	11.55
Wichita Falls	529.2	101.0	98.1	10.58

Washington

474.0	101.3	98.3	269.12
Bellingham	335.7	93.3	90.6
Everett	411.5	102.7	99.7
Seattle	429.1	102.6	99.6
Spokane	437.9	98.4	95.5
★ Tacoma	450.7	103.0	100.0
Yakima	446.5	96.9	94.1
			8.66

West Virginia

383.2	101.9	98.9	131.43
Charleston	403.1	100.5	97.6
Huntington	405.0	100.4	97.5
★ Wheeling	352.2	105.7	102.6
			9.54

Wisconsin

422.3	106.7	103.6	381.83
★ Appleton	480.0	105.3	102.2
★ Green Bay	414.2	107.5	104.4
★ Kenosha	486.1	112.8	109.5
★ La Crosse	427.5	108.5	105.6
Madison	395.5	99.6	96.7
Milwaukee	375.8	107.8	104.7
Oshkosh	387.8	102.4	99.4
★ Racine	401.5	107.1	104.0
Sheboygan	359.4	102.4	99.4
★ Superior	283.5	103.3	100.3
			3.54

Wyoming

405.6	98.7	95.8	34.52
Casper	573.2	99.9	97.0
Cheyenne	463.7	97.4	94.6

RETAIL SALES FORECAST

(S.M. Forecast for June, 1956)

City	City			
	Index	1956	1956	\$
1956	1956	1956	(Million)	
1941	1941	1955	1955	1956

CANADA

415.0	103.0	100.0	1224.90
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Alberta

★ Calgary	429.8	108.5	105.3	19.09
★ Edmonton	591.5	109.0	105.8	24.25

British Columbia

★ Vancouver	452.9	104.6	101.6	56.34
Victoria	325.2	97.2	94.4	10.24

Manitoba

Winnipeg	265.8	97.9	95.0	31.10
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New Brunswick

★ Saint John	303.7	109.5	106.3	6.44
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Nova Scotia

Halifax	263.0	102.2	99.2	11.52
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Ontario

★ Hamilton	347.1	108.7	105.5	25.86
London	395.3	98.1	95.2	13.52
Ottawa	312.4	101.5	98.5	21.80
Toronto	344.2	101.4	98.4	117.89

Quebec

★ Montreal	352.8	104.3	101.3	119.21
Quebec	321.9	99.3	96.4	17.45

Saskatchewan

Regina	341.6	97.4	94.6	11.10
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THE SCRATCH PAD

By T. Harry Thompson



Memo to myself: What most of us need is more horsepower and less exhaust, it says here.

Esterbrook Pen says: "Thread the point of your choice into the barrel." Alliteration might help: "Put the point you pick into the barrel."

This oldie is still making the rounds . . . the mother hen trying to shame her chicks into better behavior: "If your poor father could see you, he'd turn over in his gravy."

Why don't TV producers call on agency-people for help with scripts about the advertising business? They always fall back on lines like: "Here's the new layout, J.B." It's never a piece of copy, never a package-design, never a list of suggested names for the new product. Always "the new layout."

Jewelers apparently aren't the suicidal type. They buy can after can of cyanide-of-potassium . . . for polishing silver!

CAFETERIA: Diner for do-it-yourselfers.

An old sea-dog ought to feel at home on a barque.

Writes Brooklyn's Frank Diaz: "In spite of all the Bridey Murphy propaganda, you still have to sales-manize the customer rather than hypnotize him."

REINCARNATION SONG: "Here Comes the Bridey."

It's a wonder GM didn't match Ford's Thunderbird with a Lightning-Rod.

J. H. Wilson, advertising manager of Sherer-Gillett, commercial refrigerators, Marshall, Mich., says a hospital at Niles, Mich., is named the "Pawating," which he thinks would be a good name for a maternity-institution.

TWIN BEDS: An invention of the devil, jealous of married bliss.—Dr. Marie Stopes.

Thinking back, that was a fine tribute Red Skelton paid to Fred Allen: "He never made anybody unhappy . . . until the night he left us."

Mallard, Inc., Detroit pharmaceutical house, says there are better ways of getting up in the world than hitting the ceiling.

For Pedrick Piston-Rings, circa 1941, I dreamed-up the word *precisioneered*. I'm glad to see Westinghouse TV sets giving it added circulation 15 years later.

Nice lead-line by Pontiac: "Try this one for sighs!"

Bow Weaver, copy-chief of Adams Associates, York, Pa., tells me about the little boy throwing pebbles at some seagulls on the beach. Soon, they all flew away, because no tern was left unstoned.

"It is discouraging to try to be a good neighbor in a bad neighborhood."—*Cryptogram*.

Bennett Cerf, panelist, columnist, publisher, says a perfectionist is one who takes infinite pains . . . and usually gives them to everyone around him.

Off-Beat Advertising Media

Before the days of television, radio, or talking pictures, group-singing around the parlor-piano was an indoor sport, and sheet-music sales were tremendous.

Anheuser-Busch Brewing Co. got some left-handed advertising out of a song, the burden of which was: "Come, come, come and make eyes with me, under the Anheuser bush." Another advertiser did even better with: "In My Merry Oldsmobile."

Another off-beat advertising medium in our own time is the big, flat sides of Railway Express trucks . . . first used by Esso and currently by Amoco. Peripatetic posters, you might say.

While a few advertisers have put songs on phonograph-records, this sounds to your reporter like an off-beat medium with unscratched possibilities. Why couldn't Firestone, for example, put some of its musical TV hours on two sides of a long-play record, then offer it at cost?

Lawrence Welk or Guy Lombardo fans might like phonographic transcripts of those TV shows. Since some concession in price would be made, the commercials could be included intact for their advertising value.

A neighbor of mine in Philadelphia often makes tape-recordings of certain Arthur Godfrey TV shows for playing back at leisure. Nearly everybody has a turntable of some kind, so couldn't phonograph-records be more widely used as off-beat advertising media? I'm just asking.



Ship fast

UNITED'S radar-equipped DC-6A Cargoliners® are the world's fastest commercial cargo planes!

UNITED alone links all the major markets in the East, Midwest, *all* the Pacific Coast (and Hawaii)!

Ship sure

UNITED specializes in scientific handling. One example: recessed-wheel pallets to speed loading!

UNITED provides extra care in moving heavy pieces—the DC-6A's Motorized Tug Bar does it!

Ship United

UNITED guarantees you space dependability through its centralized Customer Service system!

UNITED also offers reserved Air Freight space on *all* equipment—and Telemeter Airbill service!



Examples of United's low Air Freight rates

per 100 pounds*

CHICAGO to CLEVELAND	\$4.78
NEW YORK to DETROIT	\$5.90
DENVER to OMAHA	\$6.42
SEATTLE to LOS ANGELES	\$9.80
PHILADELPHIA to PORTLAND	\$24.15
SAN FRANCISCO to BOSTON	\$27.00

*These are the rates for most commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.

For service or information, call the nearest United Air Lines Representative. Write for free Air Freight booklet, Cargo Sales Division, Dept. B-6, United Air Lines, 5959 S. Cicero Ave., Chicago 38.

Why is a one-man survey like a one-arm driver in Chicago?

Daily except Sunday Mortimer Mainspring roared from the green grass of Outer Suburbia to the concrete canyons of Chicago listening to the radio in his high-priced, underslung, rubber-tired rocket.



Then, after spending all day making executive-type decisions about advertising and selling Timekeeper Fine Watches, Mortimer roared back home again listening to the radio along the way.

Well, doesn't everybody? So it seemed to Mortimer, as he zig-zagged through traffic. As a result of a one-man survey, Mortimer conjectured that everybody drove to town with car radio blaring. Secondly, he reasoned that people who could afford cars with radios could buy expensive Timekeeper Watches. So putting 2 and 2 together, Mortimer got 13 . . . (weeks of radio time, that is) to sell his watches.

Then along came Joe from the Chicago Tribune advertising department.



He pointed out that Mortimer was underestimating the size of the Chicago market for fine watches and overestimating the number of radio listeners. In a single year, an estimated 438,000 watches were sold in Chicago. And in one day, scads of lads and masses of lasses (831,056) come into the Loop. Less than

30% of them traveled by auto and only some of these turn on their radios. The big majority of the Loop troops ride to and from work on public transportation. (And 3 guesses what they read as they rumble along.)



P.S. Always remember . . .



If you want to SELL Chicago

TELL Chicago in the

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

The moral to Joe's story is obvious, so Mortimer went to town in the Tribune. And the moral to our story is this: A one-man survey, like a one-arm driver, may be interesting, but it's dangerous to follow. So why gamble with guesses on the Chicago market when it's so easy to be sure?



Nobody knows Chicago like the Tribune.

The Tribune has spent several million dollars to find out who your best customers are, where they live and shop, why they buy. This information is yours for the asking.



Nothing sells the Chicago market like the Tribune.

Retail sales in Chicago and the 206 Chicagoland counties are big—valued at \$17.8 billion. And the best way to sell this market is through the Tribune. Does it pay? Just ask advertisers like Hunt Foods, A. T. McIntosh Co., Chas. A. Stevens & Co., Eastern Air Lines.



People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like eating pickles at a picnic. Almost everybody does it. Everybody feels its impact. Seven out of 10 families in the Chicago metropolitan area read the Tribune. That's more than 3 times as many as get the largest national magazine and 6 times as many as tune in the average evening TV show. (The Tribune's also read by almost half of the families in 839 midwest towns.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

